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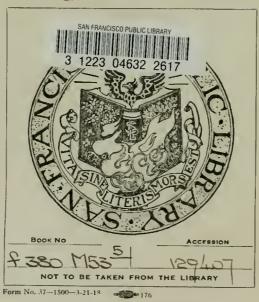
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White Expressly for the "REVIEW"

By MISS SADIE AMERICAN.

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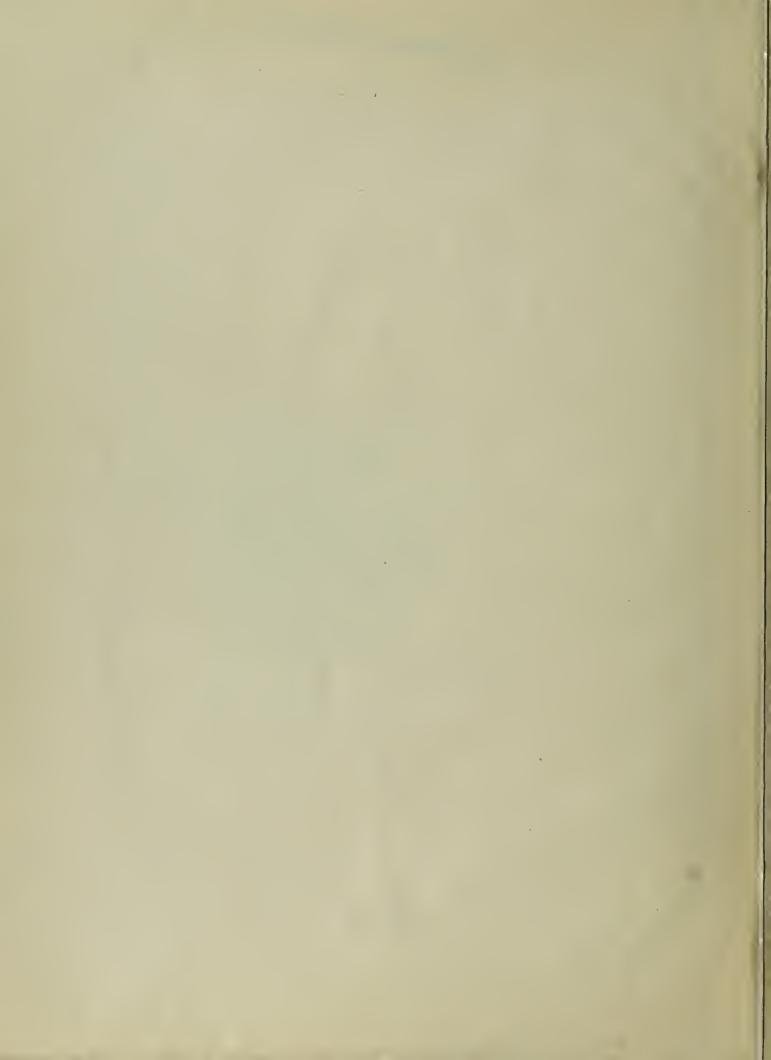
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ESTABLISE ATTRACTIVE PLAYOROUNDS

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VOL. 5.

SAN FRANCISCO, CAL., SEPTEMBER, 1900.

No. 49.

PUBLIC PLAYGROUNDS.

Strong Reasons for Their Establishment.

Written Expressly for the "REVIEW,"

By MISS SADIE AMERICAN.

Of the Chicago Woman's Club.

Some years ago there was imported into the Eastern States from California, I think from San Francisco, an expression which in its way marked an epoch - the expression "hoodlum." It awakened enriosity, and when it was found to describe a certain type of youth better known for his powers of annoying his neighbors than for his good citizenship, it awakened the interest of thoughtful men and women. The genus was found to exist and thrive in other places. Investigation brought out the astounding fact that juvenile crime seemed to be increasing, but analysis proved that what was called crime on the part of the boy was often in reality the crime of ignorance, neglect or worse on the part of the men and city which stigmatized him as a criminal, arrested him and placed him in the hands of the police instead of putting him under the surveillance of one who could show him how to entertain himself in ways less destructive to the neighbor's comfort or property and to his own moral destruction.

CAUSE OF YOUNG CRIMINALS.

For it has been conclusively proven that these so-called criminal acts are almost entirely the result of undirected energy, to say misdirected would put too much responsibility on the boy. It becomes destructive in its tendency instead of constructive, and only needs guidance to become a source of good instead of evil. Nature endows every normal youth with a fund of energy and spirits which must express itself, often demands expression in muscular action, and if it finds no outlet it explodes like any other force, as steam. Nature also endows the youth with vivid imagination which must be fed or it seeks its own feeding ground, and having little discrimination chooses poison often instead of food.

PLAYGROUNDS AS A REMEDY.

The public playground has been found to serve as the best means to upset these evils and to turn the "hoodlum" into a self-respecting and respected citizen, because it furnishes a healthy and legitimate outlet for the normal energies. Even in a city with so many gardens as San Francisco there is little or no place to play, especially for the thousands coming from working homes. Though there may be no tenements, a man occupies no more rooms than will house his family, and there is no place for quiet play for the youngster nor the youth, and certainly no space for those games which require energetic motion. The open spaces are small and not adapted to sports of any kind. Golden Gate Park is too far away for the majority.

ECONOMY IN PUBLIC PLAYGROUNDS.

The youth, therefore, have no recourse but the street. Older communities have discovered that the lack of proper playgrounds is a source of great expense and waste to the community, expense which runs the cost of the police system, including all penal and reformatory institutions, into millions, and waste of the energy and power which should go to making staunch citizens instead of strong criminals. In the report (1897) of the committee on small parks of New York of which Mr. Abram S. Hewitt was chairman, he says: "Improvements of property have left children no other opportunity for play than those that can be found in the streets. It is impossible to use these for games without incurring the interference of the police. A sense of hostility between the children and the guardians of public order is thus engendered, leading to the education of citizens who become enemies of law and order. . . . With a common accord the precinct captains attribute invenile rowdyism and turbulence to the lack of a hetter playground than the streets." Again, "traffic of train and car cause many accidents to life and limb. . . . London after an experience of forty years battling with the slums, says tersely: Crime in our large cities is to a great extent simply a question of athletics."

NEW YORK'S EXPERIENCE.

So New York proceeded to create small parks and playgrounds and has speut and is spending millions to undo what lack of foresight and commercial greed has done, and occupying every available bit of space. Wherever small parks are created, the verdict of the police is unanimous that they have changed the character of the neighborhood. The hoodlum instead of taking his necessary exercise in annoying passers-by or destroying property, takes it by games of various kinds or in using the gymnasium apparatus put up That these statements are in no wise exaggerated can be easily proven by inquiry into the the results of the establishment of such places as the Mulherry Bend Park in New York and the Hudson Bank Gymnasium which has transformed one of the worst criminal districts of that city. There the Outdoor Recreation League has put up a complete open air gymnasium, and girls and boys, men and women, after a hard day's work come here to take the exercise and recreation they have no means nor knowledge even to furnish themselves, but which the rich take good care to provide for their own, as witness bicycle and hall games, golf clubs and gymnasia, tenuis and other tournaments.

LIFE WITHOUT RECREATION.

Have yon ever thought what life would be without any and all of these means of recreation? Have you ever thought what they have meant in your own life? Try to picture it and you must be eager to provide similar means of renewing and tooing up life for others. Why, the merest selfishness would cause you to do so, hecause it would produce more and hetter work. So convinced have not only thinkers but men actively engaged in the world's work hecause of the necessity for this that in all our large cities steps are heing taken to provide playgrounds and gymnasiums as rapidly as possible.

EXPERIENCE OF OTHER CITIES.

Boston has one model—the Charles Bank Gymnasinm—and has purchased ten tracts of land which it is fitting up as rapidly as possible. Philadelphia has an association whose special business it is to further the establishment of such grounds. Chicago has a recently appointed commission of aldermen and citizens which is selecting and purchasing sites for small parks and playgrounds. Space will not permit me to go on with the list, but thirty or forty cities are actively at work on the problem and making provision for small children and large, for hoys and girls alike. Nor is it sufficient to merely create open spaces. They must be adequately fitted with apparatus and should have a supervisor who can teach its use, encourage skill and make the turbulent element feel its ownership in the property. Thus it will soon come to use it properly and to desist from turbulence since it will find the use of the apparatus and the playing of active games much the more interesting.

DUTY OF SAN FRANCISCO.

San Francisco with a climate which makes possible to encourage outdoor life during the greater portion of the year has both a greater responsibility to supply adequate outdoor spaces which are the property of its citizens and a greater privilege in that its investment must be of greater value since it can be used almost twice as long as that in the less-favored Eastern cities.

Too little provision is made for the so-called bad boy who may be of much finer clay than his good brother—the cart horse is less restive than his highhred brother and far less apt to take the bit in his teeth and run. We must provide for him accordingly if we have wit or wisdom.

ESTABLISH ATTRACTIVE PLAYGROUNDS.

It would, therefore, appear that in the interest of good citizenship and of economy in morals and even, —what seems of greater importance to some — of economy in money, that one of the most necessary steps to be taken in our commonwealth is to establish such playgrounds and outdoor gymnasiums as may compete in their attractions with the many temptations of the street. The child is father to the man and the street is no place of rest nor refuge for one or the other in his leisure momeots. May the wise see to it that resorts for uphuilding recreation take the place of our present lack of them, places that shall insure such occupations of leisure hours and such outlet for youthful energy and animal spirits that we shall produce a generation strong and joyous and fortified to resist and repel with a happy laugh every deteriorating temptation and tendency.

SADIE AMERICAN.

San Francisco, August 24, 1900.

Shall the City Own Its Public Utilities?

Written Expressly for the "Review,"

By A. S. BALDWIN,

First Vice-President of the Merchants' Association.

[NOTE.—The acquisition and operation of public utilities under the provisions of the Charter is the most important problem now confronting this municipality. Pages 2 and 3 of this number of the "Review" are wholly devoted to the discussion of both sides of the subject. Our members and readers will always remember that the arguments and statements expressed by our contributors are not necessarily the views of the Merchants' Association.—EDITOR.]

In submitting the following article, I first emphasize the fact that the views expressed are MY OWN and not those of the Merchants' Association, and so I submit them to my fellow members and the public in general trusting they will not hesitate to correct me if I am in error and approve if they agree with me,

A free and open discussion of the acquisition of public utilities should be encouraged and a full opportunity to ascertain the advantages and disadvantages of municipal ownership afforded voters in order that they may intelligently decide whether it is best

to municipalize utilities or not.

Two propositions will apparently be submitted shortly for popular approval or for rejection. They

(1st) Water works.

(2d) An electric light plant,
And to these utilities I confine my comments. claim that the cost to consumers will not be reduced by municipal ownership and that taxes will be increased to such an extent as to greatly depreciate the value of property; and hence municipal ownership will prove a burden on taxpayers without relieving in any way

OUR FIRST INVESTMENT IN WATER WORKS.

The Supervisors, following the somewhat mandatory provisions of the charter, appropriated \$30,000 to be used in investigating public utilities under the auspices of the Board of Public Works. The Freeholders might perhaps be blamed for requiring this investigation, but as long as the people voted for the charter and it was adopted and ratified, it would hardly be fair to criticize the Supervisors, even if we believed the money could be spent to better advantage (especially in repaying our streets). This expenditure intelligently directed will be of value hereafter and may prevent us from making serious mistakes, both in regulating the rates of quasi-public corporations or deciding whether or not we want to invest in water works and also in an electric light plant,

The Supervisors began operations by deciding that the most important step was to acquire a water sys-In response to requests for offers the Spring Valley Water Works consented to sell its plant the value of which it agreed to leave to arbitration. The Lake Tahoe Water Company submitted five propositions ranging in cost from \$17,600,000 to \$32,660,000, exclusive of a distributing system in the city (which will cost between \$5,000,000 and \$7,000,000). Several other offers are under consideration, including one to conduct the waters of Yuba River to the city.

One would suppose that the investigation would suppose that the investigation would suppose with the Spring Valley system? Why? commence with the Spring Valley system? Because the examination and appraisement will be of great value in determining the water rates to be fixed in the future and the money spent would not be wasted. Again, the valuation would be useful in determining the price to be paid for the property if the

voters decide to acquire it.

If the value should appear to be excessive, then the other schemes might be looked into, provided the city should decide it would be to its interest to bring water from Tahoe or same other source and compete with the Spring Valley Water Works. The Board of Supervisors does not appear to look at it this way. Tahoe is to all intents and purposes the "real thing." But to be sure that the water is actually there they concluded to go and see for themselves and also incidentally to satisfy their curiosity as to whether the Yuba River was running water or "slickens." So they estimated was running water or "slickens." So they estimated that they could make the trip for five hundred dollars. They went up and returned entirely satisfied with the showing made by the promoters, and at their next meeting voted an appropriation of seven hundred and ninety-two dollars to pay their expenses.

It will be observed that the first investment in a

public utility resulted as follows:

Balance\$292 00

In other words the actual cost exceeded the estimate by just fifty-cight per cent. This is the excursion which the Ecaminer objects to being called a "junket-What was it? The expenditure, it true, was not large. Probably if the Supervisors had voted \$1,000 to defray their expenses and had only spent \$792, they would not have subjected themselves to criticism. But that is not the municipal manner of spending the taxpayers' money. Everything costs more than we count on. In our first investment we were fifty-eight per cent under the estimate and as we proceed it will doubtless be in the same ratio.

DO WE WANT TO ACQUIRE WATER WORKS?

After all, do we want to mortgage the city for \$30,-000,000 to buy any water system? Even if the charter does say so, I don't think that is by any means conclusive. There are some good Christians who don't believe everything the Bible contains and there are also good citizens who question the wisdom and expediency of some of the charter provisions. I don't helieve any taxpayer will vote to acquire water works unless it can be clearly shown that it will pay to take them out of private control. I contend that—
First—It will not pay to buy the Spring Valley

Second-We could not build other water works and

compete with the Spring Valley company.

In the April number of the REVIEW I gave detailed statements of the cost to the city and to consumers of water during the past twenty years, and what it would cost if the city should pay \$30,000,000 for the Spring Valley system. Briefly, they show that municipal ownership would entail an average expense to taxpayers for forty years over and above all receipts of one million dollars more than it costs the city now under private ownership. This would not be occasioned by extravagance, but would be caused by the necessity of paying off the principal within forty years instead of owing it as a private corporation does. This would be the result if we bought the Spring Valley system and if we had a monopoly of the business, so to speak. Suppose we didn't buy Spring Valley, but instead

concluded that we could get what we wanted from Tahoe or some other source. If you were a taxpayer and voted to mortgage your home by issuing honds to buy water works, WOULDN'T IT MAKE YOU MAD?you saw the city with a water "system" hands -and if there were \$30,000,000 in bonds to pay off-and if the sinking fund, interest and operating expenses amounted to nearly \$3,000,000 cach year-and if the Spring Valley company had all the busi ness and continued to keep it—and if you found that your taxes were doubled—wouldn't it jar you?

your taxes were doubled—wouldn't it jar you?

The public utility advocates may claim that the city would get the customers away from Spring Valley. How? By reducing rates? Not so. The rates would have to be the same—that is, Spring Valley and the city works. Nothing, however, would prevent Spring Valley from making rebates, concessions and special contracts. The city could not do it. The Spring Valley would get ninety per ceut of the business. The city would get nothing but a "system," a big debt and experience.

THE ELECTRIC PHANTASMAGORIA.

Having paved the way and prepared the taxpayer for a supply of pure water at a minimum of cost, the Committee on Public Utilities has "carefully examined" and reported in favor of acquiring an electric light plant on installment plan.

The idea of constructing poles and wires at a cost of \$225,000, by which a saving of at least \$50,000 per annum would be guaranteed (with the possibility of even

a greater one), was rejected.

a greater one), was rejected.

The offer to construct a plant, including poles, wires and underground system, at a cost of \$5,880,000, payable in twenty annual installments of \$294,000 each, was favorably reported on, although another hidder offered to do it for \$600,000 less, which reminds me of an incident narrated by Prof. G. D. Shepardson (City Government, Aug., 1900) in inspecting some of the nunicipal plants throughout the East. He says: "In one town the chief reason why one Alderman voted in favor of one system against a lower hid was that his preference was the against a lower bid was that his preference was the machine with the 'kilowatts,' while the cheaper machine was a 'multipolar' machine, and he preferred kilowatts

to multipolars." The lowest bid for our municipal plant was evidently full of "multipolars," otherwise it would undoubtedly have been favorably entertained.

But what about the pole system? Seriously, there must have been something contained in that proposition which have been something contained in that proposition which

was unfit for publication, else why was it rejected? Would it not be better to spend a comparatively small amount in this way and demonstrate what the result of competition between the private corporations would produce before we tie ourselves up with a twenty-year contract? The poles and wires could all be used if later on we concluded to install the plant.

GLASGOW UNVEILED.

Under the head of "Blocking Public Utilities," the Examiner editorially remarks:

"One of the principal arguments in favor of the adoption of the new Charter was the hally of the people to acquire public utilities under that instrument. The example of the city of Glasgow, which gives for the lowest price the best street car service, gas and water supply of any city in the world by uncaus of municipal ownership, was alluded to a thousand times in the course of debate on the new Charter, and everywhere the proposition of municipal ownership of public utilities was approved."

I have already stated that there might have been an

Charter, and everywhere the proposition of municipal ownership of public utilities was approved."

I have already stated that there might have been an implied approval of the ownership by the city of its public utilities because of the adoption of the Charter, but I contend that it was due to the arguments advanced and the statements made that the municipality of Glasgow was supported by the receipts of the street railway, gas plant and other utilities. Let's see if that is true. M. J. Francisco, an acknowledged authority upon the subject of municipal ownership, in an address before the League of American Municipalities, is quoted as follows:

"When the advocates of municipal ownership find themselves unable to disprove the facts disclosed under municipal management in this country, they immediately fall back upon Glasgow and the wonders achieved there by municipal ownership. The condutionare not the same in Glasgow as are found in the United States. The government is entirely different and the political situation that exists in this country is not found there. Wages there are less than half those paid in this country. Conductors on street cars are paid accepts paid in this country. Conductors on street cars are paid accepts and the public of the state of the

There are probably a number of people in San Francisco who know something about the Glasgow utilities and they will doubtless be heard from in time. One has already spoken. I refer to Robert Watt, one of the builders of the Valley road, a prominent merchant, a business man of the highest standing, and a native of Scotland. In a recent address he said.

the Valley Foat, a prominent interement, a parentess many of the highest standing, and a native of Scotland. In a recent address he said:

"The most extravagant statements have been made as to the profits realized by the city (Glasgow) from the operation of its public utilities. It has even been said that the profits pay all expenses of the city government. There is no truth whatever in this statement.

"The natural conditions are not not provided in California the natural conditions make these commodities the dearest. In 1898 the consumption of water for domestic purposes in Glasgow was 31 gallons per day per capita of population. In San Francisco it was more than 70 gallons, I know of no city so favorably situated to obtain a bountiful and cheap supply of pure water as is the city of Glasgow, and for the production of octopy gas its position is equally advantageous.

"For the head year 1838-99 Glasgow levied on ten-pound rentals and upwards, for general and municipal purposes and for the support of schools and the poor, to be paid by the owners is tax equivalent to 1895 per cent, and to be paid by the owners is tax equivalent to 1895 per cent, and to be paid by the owners is tax equivalent to 1895 per cent, and to be paid by the owners is tax equivalent to 1895 per cent, and to be paid by the content of the annual rental volue. In indilition to this, the general government collects through the house duties, together mounting to about four percent of the rental value, and every person having an income of the end of the paid of the paid of the paid of the profit of the profit of property, hono or alroad, pass a tax equal to three and one-third per cent of the form trade, profession, or the ownership of property, hono or alroad, pass a tax equal to three and one-third per cent of the form trade, profession, or the ownership of property, hono or alroad, pass a tax equal to three and one-third per cent of the form trade, profession, or the ownership of property, hono or alroad, pass a tax equal to three and one-th

Mr. Watt, in concluding his address, spoke as follows: Mr. Watt, in concluding his address, spoke as follows:

"The laws of California confer on the governing bodies of cities and counties the power to regulate the quality and price of the public supply of gas and water, and there would seem to be small excuse for destroying invested capital in these enterprises and little reason for the advocacy of numicipal ownership. If our city officials cannot be trusted with the regulation of the price and quality of the public supply, they surely cannot be entrusted with the operation and management of great industries, offering ten-fold greater opportunities for corrupt practices; there is no special virtue about a gas or water strachment to a manleipality to make its officials more honest or more devoted to duty, and you do not reform a dishonest man by giving him larger apportunities for wrong-doing Before conferring further powers and responsibilities on our city efficials, wait until they have cityen evidence of their ability to manage well what they have. It will be time to discuss the question of manleipal ownership when they have given us a good sewer system at reasonable cost; streets well-paved and clean, with clean management; a good park arsten and the school department conducted without scandal; when we can say to our officials. You have here faithful over a few things, we will make you rulers over many."

San Francisco, Aug. 25, 1900. A. S. BALDWIN.

Public Utilities for the People

Written Expressly for the "Review,"

By HON. CHARLES WESLEY REED,

Chairman of the Committee on Public Utilities of the Board of Supervisors.

[NOTE.-The acquisition and operation of public utilities under the provisions of the Charter is the most important problem now confrosting this municipality. Pages 2 and 3 of this number of the "Review" are wholly devoted to the discussion of both sides of the subject. Our members and readers will always remember that the arguments and statements expressed by our contributors are not necessarily the views of the Merchants' Association.—EDITOR |

The movement for the acquisition of public ntilities has never been stronger. The crities who favor private ownership are rendering the best possible service to public ownership by pointing out the causes of municipal failure in dealing with public business. Only let us understand thoroughly the reason for failure and we are nearest to success. The American people never confess inability to solve problems of government, however difficult. They have tolerated municipal misgovernment because they have not thought it worth their while to bestow the necessary attention to secure successful municipal administration. The national government has satisfied the pride of the American people, and it has only been in recent years that there has been anything like a general demand for better conditions in municipal government—in a word, for the injection of ordinary business principles into municipal sifairs.

It is useless to deny that there is now throughout the land a determined demand that the city governments shall be successful governments—a demand hased upon the highest patriotism which realizes that in the centralization of population in large and ever-growing urban communities municipal mal-administration is nearly, if not quite, as great

successful governments—a demand hased upon the highest patriotism which realizes that in the centralization of population in large and ever-growing urban communities municipal mal-administration is nearly, if not quite, as great a disgrace and as effective in defeating the realization of the ideals for which the American government stands as national mal-administration would be. The owners of quasi-public corporations realize this and are combining to combat one leature which this demand assumes, namely, the demand for public ownership of public utilities. Quite recently two of the representatives of a local water company expressed to the writer a conviction that if the people ever got the chaoce to vote on the question of acquiring a pure water supply from the Sierras they would overwhelmly decide in favor of such a system. To my mind the fact that there is everywhere such a strong current of opinion in favor of public ownership is strong proof that public ownership is right. Such opinion is the result of reflection and in reality is the verdict of an intelligent jory after all the evidence has been laid before it—the verdict of the American people on a problem in government which they have worked out after popular of public ownership is one which means more government and added labor to the citizen. Other things being equal it would be bester to leave these matters to private ownership and individual competition because the burden of governing would be lessened and the investment of capital would be promoted. The reasons which have lead to the abandonment of this easy and obvious policy of private ownership, are:

First and foremost—Public corporations operating munici-

ownership, are:
First and foremost—Public corporations operating municipal franchises are the greatest corrupting element in munici-pal life. Better conditions in municipal affairs cannot be obtained and maintained as long as public corporations tempt the servants of the people to betray them.

tempt the servants of the people to betray them.

The financial prosperity of water, gas, light and other public municipal corporations is intimately connected with the attitude and acts of city officials, especially the City Conneil. Thus the Board of Supervisors of San Francisco fix the rates of the Spring Valley Water Company, the transcription of the Spring Valley Water Company, the transcription of the street railway companies; they pass upon the franchises of the street railway companies, and have the right to fix the fares which may be charged. This class of corporations has been quick to realize that a succession of pliant City Councils would enable them to charge more than a legitimate profit and to increase their capital stock to more than its real value. o increase their capital stock to more than its real value. Their plan of action is very simple and effective. They first issue bands to the full value of their property, or as first issue bmuls to the full value of their property, or as near the full value as possible, and then issue stock to the same amount. The next step is to go before the City Council and say "We have bonds to such an amount and stock to such an amount. Give us five per cent on our combined stock and bonds." A pliant Council readily yields and the stock and bonds sell at par, which is taken as a proof that the property upon which they are based is worth the par value of the stock and bonds. The stock of the local Gas Company has been literally cut in two by competition and legislation of a disinterested administration. If Mr. Spreckels would cease fighting the Gas Company and the two would join the other local corporations and secure the election of a Roard of Supervisors that would restore the old rate of \$1.75 per thousand cubic feet of gas, the stock of the Gas Company would double and the history of quasi-public corporations in every large city in the United States would be repeated.

The great, pressing and imperative demand in municical calculations and secure the content of the c

every large city in the United States would be repeated. The great, pressing and imperative demand in municipal administration is for better public servants. To secure them you must take it away from the power and interest of quasi-public corporations to pay city officials double and quadruple the compensation allowed by law as an inducement to betray the people. In other words, the City Council must not be led into temptation. When they fall under the temptation of the large bribes offered by allied corporations they become hungry for money, and every load of gravel, every ton of bitumen that goes on the public streets must yield an illegal revenue to the "City Fathers." Without honest and efficient city officers there cannot be an honest and efficient government,

Public ownership will pay and pay enormously if tempta-tion is removed from our city officers. We could well afford to pay more for our water and light if nur city offi-cials were always honest and devoted to their public duties. Public ownership will pay then because it will remove

Public ownership will pay then because it will remove the greatest source of municipal weakness, to wit, the large bribe-giver. It is the sine qua non of continued honest administration. "But," says Mr. A. S. Baldwin in the MERCHANTS ASSOCIATION REVIEW, "Municipal control is better than ownership." "Why have municipal ownership of water when the Board of Supervisors have the right to regulate water rates?" Because, Mr. Baldwin, it is to the interest of the Spring Valley Water Works Company to have water rates fixed high; because that company joins with other companies in securing such Works Company to have water rates fixed high; because that company joins with other companies in securing such legislation as they need. When a disinterested Board of Supervisors is elected they find alleged property rights to the extent of \$26,000,000 interested in maintaioing the rates heretofore established, and they hesitate to interfere with such enormous investments, although you cannot find a single Supervisor who will not say that the water rates are too high. Mr. Phelan presenting an ordinance last February, calculated to yield the Water Company five per cent on \$26,000,000, although at the time he said he thought the Water Company was not worth at the outside more than \$20,000,000, and shortly afterward publicly said that he would not advise the city's buying the property for more than \$15,000,000. In the one case the citizens are paying \$300,000 a year more than they should, and in the other \$555,000 a year more than they should.

should.

2d. Water companies, light, heat, power and transit companies are known to be profitable enterprises. They receive a "reasonable" return on capital invested, which receive a "reasonable" return on capital invested, which is interpreted to mean five per cent or more on their bonds and capital stock. The people are the market for the sale of what these companies have to offer. Without a market these companies would become bankrupt. The people should participate in the profit. This can be most thoroughly accomplished by municipal ownership of public utilities. If the City of San Francisco received the lie utilities. If the City of San Francisco received the net profits derived from the operation of its water works, gas works, telephone company, electric light plants and street railways, the city taxes would not be one-quarter of what they are now. These valuable franchises have been granted for almost nothing. Those who advocate the acquisition by the city of its public utilities argue that the city should have the entire profit made out of the operation of public utilities, because the people themselves are the only users of these utilities, and hence their patronage confers upon them their peculiar value.

3d. Again, the age in which we live is turning to

ad. Again, the age in which we live is turning to combinations and trusts. It used to be argued that competition would regulate these matters, and allow the people to get service at reasonable rates. But competition is a thing of the past. It occurs only spasmodically. For instance the Supervisors let public lighting this year by districts in order that the smaller electric and gas companies, whose lines reached only a particular of the by districts in order that the smaller electric and gas companies, whose lines reached only a portion of the City, might bid against the larger companies. The result was that the Mutual Electric Light Company seized the opportunity to combine with the San Francisco Gas and Electric Company, and refused to bid. Its representative assured the writer that his Company desired nothing so much as to get a chance at the monopoly, and that the two companies would never combine. Instead of the low rate of 27½ cents per arc lamp, which had been anticipated, no bid was offered on its part, and the monopoly bid 39½ cents and was awarded the contract. contract.

the contract.

4th. The added responsibility arising from public ownership will result in greater efficiency in government. The necessity for economy and efficiency will compel their attainment. Responsibility begets efficiency. That was the argument we used in favor of the New Charter; that the greater power and responsibility of the Mayor would compel the people to choose carefully, and would make a good Mayor even out of indifferent material.

5th. Public ownership will pay because it will stimulate greater interest on the part of citizens in municipal affairs. Civil Service Reform in San Francisco is working well. Even such officials as Clerk Deane and Recorder Godchaux, who were, at first, strongly apposed to Civil

Godehaux, who were, at first, strongly apposed to Civil Service, testify to the efficiency of the clerks which they have received from the Civil Service Commission. (See MERCHANTS' REVIEW for August.)

WHAT THE OPPONENTS OF PUBLIC OWNER-SHIP SAY.

When you have examined all that has been said against public ownership of Public Utilities, it can almost be

boiled down to this statement: Public ownership has already been, and always will be a failure. The government cannot do things as cheaply as individuals, and it is no use trying. Politics are rotten, and their purifying is no use trying. Politi an irridescent dream.

an irridescent dream.

To that we reply, public ownership has not always been a failure. There are many splendid examples of success. Efficient monicipal government is a necessity appealing to the patriotism of every American citizen. All the failures that have been recorded against municipal to the patriotism of the patriotism of every American citizen. cipal ownership, including that in Boston, have resulted from putting men in office for political reasons, in spite of melliciency. A right understanding of the difficulties that face us will result in success. In San Francisco the New Charter, including its splendid civil service regula-

New Charter, including its splendid civil service regula-tions, will produce success.

The opponents of poblic ownership seem to riot in extravagance of statement, and they rejoice at the pros-pect of failore. They are in truth calamity howlers. A typical example of the extravagant statements of the professed opponents of public ownership is found in Mr. A. S. Baldwin's article in the Merchants' Association. A. S. Baldwin's article in the MERCHANTS' ASSOCIATION REVIEW for April, where he attacks the proposed municipal ownership of San Francisco's water sopply. Mr. Baldwin shows that the consumption of water in the last twenty years has doubled, but that the income of the Spring Valley has not doubled because the rate of interest has fallen from 's to 5 per cent. Reasoning from analogy the consomption of water would be quadrupled in forty years, and compensation would be four times greater nuless the rate of interest falls in forty years. In showing how many millions the city would loose if it bought the Spring Valley Water system does Mr. Baldwin give any credit for additional revenue for increased consumption? Not at all. He allows the same income at the any credit for additional revenue for increased consump-tion? Not at all. He allows the same income at the end of forty years, when the bonds will have matered, as he does at the beginning. In other words, Mr. Bald-win says that when the city consumes one hundred million gallons of water a day at the end of forty years, it will only receive the same return as Spring Valler it will only receive the same return as Spring Valley gets for twenty-six million gallons a day, which is the present daily consumption. By this process of reasoning the eliminates an income to the city which cannot be less than forty millions. In the fortieth year he has chopped off \$3,000,000 of income which his premises require him

to allow.

Again, the city pays the taxes of the Water Company.

Every year the Supervisors allow this in the rates which
they establish. The people pay Spring Valley's taxes, and
not the corporation. Under municipal ownership the
city would pay no taxes on its property within the city
just as it pays no taxes on the City Hall. Mr. Baldwin
swells his adverse balance against municipal ownership
the state \$250,000.00 areas from this source and calls it. by nearly \$250,000 a year from this source and calls it "loss of taxes now paid by Spring Valley in San Francisco." In forty years this becomes ten million dollars which, under municipal ownership the city saves, but which Mr. Baldwin says the city loses.

which Mr. Baldwin says the city loses.

Again the city pays Spring Valley about \$250,000 a vear for water. In forty years this will amount to \$10,000,000, not counting interest. Does Mr. Baldwin allow that in favor of municipal ownership? Of course not. No argument or fact in favor of the city is stated, while operating expenses, new construction and fixed charges of all kinds are all over-stated.

THE TRUE VIEW OF BUYING THE SPRING VALLEY WATER COMPANY'S SYSTEM.

This is the way to look at the question. Spring Valley makes a profit of \$1,300,000 a year out of the city. The city can borrow money at three per cent or two per cent cheaper than the Spring Valley can. This will be a saving of \$520,000 a year. The city will save the taxes in San Francisco, which amounts to about \$180,000 a year. San Francisco, which amounts to about 415,000 a year. Under Civil Service the city can operate the water works as well as the Spring Valley Water Company's officials. We would thus save at least \$700,000 a year, which, with the interest to be allowed, will in forty years be much more than the entire cost of the Spring Valley Water Company's system at its own valuation.

In case our engineers report that we can get a supply from the Sierras at the same cost we would enjoy the priceless boon of a perfectly pure water supply. An eminent Doctor has said to the writer that it would pay San Francisco immensely in lessened doctor's bills and a people freer from sickness if we could get a pure water

people freer from sickness is we could get a pure water supply from the Sierras.

As an example of how monicipal ownership pays I will cite the comparison of most of the electric plants in the United States under municipal and under public ownership, after allowing all the legitimate charges of every kind. This comparison was made by the National League of American Municipalities, and has stood the fire of criticism. Under municipal ownership the price of arc lamps is $2\frac{1}{1}\frac{1}{10}$ cents per hour. Under private ownership the cost of arc per hour is $2\frac{1}{10}\frac{1}{0}$ cents. Municipal ownership is almost exactly 13 per cent better than private ownership. This, of course, is an average made up of all the electrical plants in the United States, and includes the most unsuccessful as well as the most successful examples of municipal ownership against the statement. To my mind it is an unanswerable argument against the statement that as a rule municipal ownership of public utilities is more costly than private ownership.

CHARLES WESLEY REED.

San Francisco, August 28, 1900.

Why the Merchants of San Francisco Should Become Members of the California Water and Forest Association.

Written Expressly for the "Review,"

By WILLIAM THOMAS,

President of the California Water and Forest Association.

This Association is the permanent outgrowth of the great irrigation convention held in this city on November last. The Association first attempted to secure from the Legislature at its special session an appropriation to carry on the work it is now doing, but the Governor did not consider the matter a proper subject for consideration at such special session. Failing in this effort the Association raised \$10,000 through the personal subscription of public spirited citizens of this City.

CO-OPERATION WITH THE FEDERAL GOVERNMENT.

It then formed a partnership with the United States Geological Survey, the Department of Agriculture and the two local Universities. Under the terms of this partnership a thorough survey is now being made of the water resources of Caehe and Stony Creeks, and of the Susan, Yuba, Salinas, San Joaquin and Kings Rivers. Local subscriptions of \$2,500 have helped out the capital of the partnership and the Federal Government puts up dollar for dollar with the Association. The complete reports on these typical streams, intelligible to any layman, will be published by the Federal Government and scattered broadcast throughout the State in the early fall.

ENCOURAGING GROWTH IN MEMBERSHIP.

As soon as the work was fairly started, the Membership Committee commenced its labor of interesting all public spirited citizens in the work of the Association. The membership roll is increasing at the rate of 250 per week. William E. Smythe who has devoted his whole life to the study of irrigation, and the author of that charming and absorbing book "The Conquest of Arid America", has been engaged by the Membership Committee to deliver a series of free public addresses throughout the entire State—an aggressive educational campaign.

The Association will be disappointed if it does not have 10,000 members by January 1st, 1901.

WHAT THE STATE LEGISLATURE SHOULD DO.

With that membership behind it, it proposes to apply to the State Legislature.

First—For an appropriation which will enable the State to continue the partnership with the Federal Government until a thorough report is obtained on all the water resources of the State.

Second—For the enactment of such laws as will settle once and for all the present conflict in water rights; clear up the difficulties raised by unsuccessful Irrigation Districts; prevent waste of the present water supply; provide that in all future appropriations of water, beneficial use shall be the measure of the right; and encourage the investment of private capital in the construction of new water systems, and power plants.

Third—For the enactment of such laws as will preserve our fast disappearing forests, and for the passage of Resolutions petitioning the Federal Government to materially extend its National Parks and forest reserves in this State.

WHAT THE NATIONAL LEGISLATURE SHOULD DO.

The Association proposes also a vigorous attack upon the National Legislature, co-operating with and assisting in every way possible the National Irrigation

Association. It hopes and expects to so excite the interest of our Senators and members of Congress that they will act aggressively and barmoniously.

OUR VAST DOMAIN OF ARID LANDS.

Uncle Sam has not done his duty to the arid States and in the present excitement regarding the acquisition of foreign territory, he has forgotten that he yet owns more acres of arid lands within his own boundaries than the total acreage of cultivable land in the Phillipine Archipelago.

This arid acreage he cannot sell at any price. If irrigated, this acreage would support millions. Within the boundaries of this State are over 60,000 square miles of such lands which in their present unimproved condition, menace further development. The Association believes that it has the right to demand of Uncle Sam that he "either fish or cut bait," that he improve the land by putting water on it or give up both land and water to somebody that will. That he extend his forest reserves so as to save the present water supply, or give up his forest trees to somebody who will save them. That he give us a larger slice of the appropriation expended under the terms of the "Harbor and River Bill," and control and regulate navigation on some of our large streams, by going back to the source of the trouble, and impounding the flood waters of such streams.

All of the above ideas are as yet nebulous and inchoate. The details as to the best methods of accomplishing the objects above sketched out must be settled by the full membership of the Association, probably at its annual meeting in November.

PATRIOTIC DUTY OF EVERY GOOD CITIZEN.

The bare statement of the objects of the Association should arouse the patriotism and public apirit of every good citizen of the State and particularly of the merchants of San Francisco who have waked to the self evident fact that their future depends upon the development of the interior. With a territory larger than that of New England and Middle States, capable of supporting a population denser than that of any country in the world, California has a population about as large as the City of Chicago and not one-tenth of its public spirit. With every resource within its grasp it has sat for years "waiting for something to turn up," and has lost by drought in a single year enough money to give it complete relief, the losses in 1898 exceeding \$40,000,000.

The new trade of the Orient will meet any increased production. Now is the time to do something, and to do it together, without any petty or sectional jealousies. The membership fee of \$1.00 and the annual dues of the same amount are not large sums to contribute to such a cause.

SAFE AND CAREFUL SUPERVISION OF FUNDS.

The members can feel assured that every contribution will be economically expended under the supervision of such men as Timothy Hopkins, Chairman of the Finance Committee, F. W. Dohrmann, Treasurer, and Chief Justice Beatty, Chairman of the Membership Committee.

The Association will be glad to go into further details whenever the REVIEW can spare some of its valuable space.

WILLIAM THOMAS.

San Francisco, Aug. 23, 1900.

BOARD OF DIRECTORS' PROCEEDINGS.

Important Subjects Acted Upon.

NOTE.—The limited columns of the "Review" will not permit a full account of all the proceedings of our Board of Directors during the past month. A summary of the important matters acted upon is here presented,—Editor.

NEW MEMBERS OF THE ASSOCIATION.

The following sixteen applications for membership were received and each of the parties unanimously elected, making the present total number of members 1240: Edward N. Ayers, 229 Leavenworth St.; Geo. E. Dow Pumping Engine Co., 149 First St.; Eleetrical Engineering Co., 509 Howard St.; G. O. Heine & Co., 217 Geary St.; D. F. Keefe, 23d and Harrison Sts.; J. Graeff Kennedy & Co., 229 Geary St.; 1. S. Langstadter, 401 Geary St.; J. Levin & Co., 35 Taylor St.; A. M. Macpherson, 215 Washington St.; Mitsui & Co., 415 Safe Deposit Building; Morrison Lumber Co., 732 Brannan St.; W. C. Price & Co., 413 Front St.; J. Schmidt & Co., 115 Drnmm St.; St. Nicholas Pharmacy, Market, Hayes and Larkin Sts.; W. A. Strohmeier & Co., 1006 Market St.; Albert Wehrli, 1209 Stockton St.

LEASE OF CHINA BASIN.

The proposed lease of China Basin to the San Franciseo and San Joaquin Valley Railway Company was fully considered by the Board. A number of the Directors personally inspected the locality known as China Basin. The Board decided that the improvement of China Basin and the construction of the seawall fronting thereon would prove of material value in increasing dockage and wharfage facilities. President Dohrmann and a number of Directors appeared before the Harbor Commissioners to favor the granting of the lease of China Basin with certain corrections of the draft of the lease as originally submitted. Our Directors expressed to the Harbor Commissioners the advantages that would accrue from the proposed improvement of China Basin and the seawall.

MUNICIPAL ELECTRIC LIGHTING.

The several propositions relating to the subject of a municipal electric lighting plant and distributing system for San Francisco were investigated upon the request of the Committee on Public Utilities of the Board of Supervisors, The so-called Ridley plan provided that the city would be supplied with lighting for twenty consecutive years and then become the owner of the plant and system. The Board found that this plan was submitted in good faith and was based on husiness principles. Nevertheless, our Directors believed that at the present time it would not be advisable to tie up the city for the next twenty years. The reasons for this decision are that at present there is effective competition in public lighting and great improvements will be inaugurated durthe proposed twenty-year term. with the previous decision of the Association, the Board decided to favor the acquisition of a complete system of poles and wires by which the city could avail itself of the freest competition in letting future contracts. Our Directors also believe it to be in accord with the Charter that questions of municipal concern should be voted upon separately from those of a National or State character. Accordingly, the foregoing recommendations were transmitted to the Honorable Board of Public Works with the further recommendation that any election upon the subject should be held subsequent to the approaching National Election.

ANNUAL DINNER OF THE ASSOCIATION.

It has been decided to hold the Annual Dinner of the Association during the latter part of the month of November. It is probable that the subject of municipal ownership and the operation of public utilities will be discussed at the banquet by prominent speakers. The arrangements for the Dinner have been placed in the hands of the Committee on Publicity and Promotion.

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REVIEW.

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POLICY OF THE REVIEW.

No personal, partisan or sectarian question admitted to these columns. No advertisements are inserted and no subscription price is

Communications must bear the signature of the writer.
Facts upon municipal affairs will be the first consideration
of the Review

RELIABLE BUSINESS GUIDE TO SAN FRANCISCO.

OFFICIAL LIST OF MEMBERS.

NUMBER OF MEMBERS SEPTEMBER 1, 1900, - 1240.

NOTE.—Our Constitution provides that any business firm in good standing may become a member. Each firm has but one vote, but may be represented at the meetings of the Association by any or all of its members, or by such employees as it may designate for that purpose. There is at present no initiation fee to pay, and the dues are only \$1.00 per month.

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Auble, Aug. 11 1 Orant Ave	Whitney, C. E. & Co 308 Market	Ths lobe F & Co Dyeleg & Cleaning	Figure 1 Peelde Con Covernor Co
Blackower, M. & Co	Wolf & Sona 327 Market	WOFRE	GAS REGULATORS.
Drinkbouse, J. A. Co 203 Kearny	Young, Csries G	EDUCATIONAL INSTITUTIONS. California Business Collegs305 Larkin	Gas Consumers' Association344 Post
Heyoeman, Herman204 Sacramento	CONFECTIONERS.	California Business College	GENERAL MERCHANDISE.
Judell, H. L. & Co. 204 Market Laos & Coppelly 401 Geary	Bernbeim & Blum Polk & Sutter Gruenhagen & Co 20 Kearny	ELECTRICAL AND MECHANICAL	Levin, J & Co 35 Taylor
Lace & Coddelly. Ladgstadier, I. S. 24 Calfordia Lewis, Win, & Co. 24 Calfordia Michalitschke Bros. 101 Orant Ave.	Guillet, Chas	ENGINEERING.	GLASS MANUFACTURERS.
Michalitachke, Cuas 222 Battery	Hromeda, Adolph1215 Polk	Dobls Co., AboerFremont and Howard Electrical Engineering Co509 Howard	San Francisco & Pacific Glass Works
Plagemann, H. & Co 700 Dettery	Maskey, FISDK Polk and Bush	ELECTRICAL AND RAILWAY SUP-	GLOVES.
Schoeofeld, Johns 3 Market	Stroppoler W A & La	PLIES.	Limonein, C
Wertbeimer Co., Inc	Seidi, J. & Co	Brooks-Follis Elec. Corp527 Mission Electric, Railway & Maoufacturers Sup-	Moss, Ceo. A
CIGARETTE MANUFACTURERS.	COOPERS.	ply Co	GLUE MANUFACTURERS.
Jobo Bollman Co., The	Herbert & VogelN.E. cor. Broadway & Front	Summerhayes, W. R	California Glus Works
CIRCULAR DISTRIBUTORS.	CORDAGE MANUFACTURERS. Tubbs Cordsge Co	ELECTRO-PLATERS.	GRANITE AND MARBLE DEALERS.
Weil, W. M. Co	COTTON GOODS.	Golden West Plating Works	TOI Can Tosa Ave
CLEANSING COMPOUND. Utica Cleaneing Compound Co21 Spear		ELEVATOR MANUFACTURERS.	CROCERS.
CLOAK AND SUIT HOUSES.	CRACKER MANUFACTURERS.	ilali, C. I. & Co	- 1447 Polk
Callieau, Armand	American Biscuit CoBroadway and Battery Macdonald, J. G	THE PROPERTY AND LACES.	Claussen, C
Davidson, D. M. & Co	Pacific Coast Biscuit Co	Levy, Jules & Bro Sansome	Coghill & Kohn 221 Third
Oolden Oats Cloak and Suit House, 120 Kearny Kelly & Liebes		ENGINEERS-ELECTRICAL.	Ehrmen, M. & Co
Messager, E	CROCKERY AND GLASSWARE.	Wase, D. D34 East	Goldberg, Bowen & Co
CLOTHING DEALERS.	Angle-American C. & G. Co		Granucel Bros
Benedict & Turber	Nathan-Dobrmano Co	Cobb & Hesselmeyer	Hartter, Hayes & Co
Frank Bros	Sternbeim, S. & Soc		Hollmann, Henry
Hirsch Bros	Wledero, H. OFourth and Mission		Johnson Bros
Jewell, G	Helliwell, R		Lehenbaum, L. & Co. 222 Sutter Lehenbaum, John A. 316 Clay
Jewell, G. 122 Kearny Keilus, Cbss. & Cb. 122 Kearny Mandel, Pursch & Wiener. 125 Sassome Merls, L. V. 6th and Mission 123 Saasome 123 Saasome	DOORS AND WINDOWS.	ESSENTIAL OILS.	Levi, H. & Co
Merle, L. V	DRAVMEN AND STORAGE.	Boldemana, A. C. & Co	D'Conner Bros
Prager, A. J. & Soss 9 Kearby	Ayers & Co 205 Fron	ENPORTERS AND IMPORTERS.	
Rone Bros	Decarde, J. Die Californie	Abrisqueto de Luis1 Duion Sq., N. 1. City Wellman, Peck & Co201 Marke	Ring Bros. 27 Market Smith's Cash Store. 27 Market Stulz Bros. 533 Montgomery Ave Stunker & Eblers. 300 O'Farrell
Allen, Chas, R	Mensb & Smith	FIRE PROOFING.	Sussman, Wormser & Co
Brooks, Peyton 11	Raubinger Bros 305 Sacrament	Western Expanded Metal & Fils Field	Tillmann & Rendel
Fritch, Geo CW cor Pulk & Washington	Spiegei Dray Co., The L Washingto	Ternieworks.	GUNS AND AMMUNITION.
Middleton, John	Strauss, K	910 Fron	t n See Kearny
Oregoa Coal & Navigation Consider & Eas	DRUGGISTS.	FISH DEALERS.	Clahrengh, Golcher & Co739 Market
Rosentela e, John, South, Cool Co	Ayers, Edw. N 223 Leavenwort		t Shrevs & Barber
214 1586	Bosricks & Runyon	FLORISTS.	999 Market
Wileon, J. C. & Co	Burnett, G. W	8 McLellan Bros	a Strozyneki, Stanislans
CODEISH DEALERS.	El Monte Pharmacy	n Slevers & Botanu	HARDWARGS.
Uolnn Fish Co24 Califerni	Ferry Drug Co	Fort D W & Co	Baker & Hamilton
COMMISSION MERCHANTS. Armsby, J. K. & Co	S.W. cor. Van Ness Ave. & Gent	FLOUR MILLS.	Dean, S. J
Bisgi, D. & Co	Lainer, Rd. Drug Ch	Deming, Palmer M. Co114 Sacraine at	in Floerica, Christianisti
California Product Co	B Leipaitz, O. & Co 202 Stockto	Sperry Flour Co	a Gibhs, George W. Co
Cufter & Moseley 226 Cls	Mack & Co Dang Co. 949 Mark	EDITOR AND VEGETABLES.	Wohn I. H. N.W cor. Polk & Sacramento
DeBernardi, D. & Co	8 Della mars & Co	d Avery, D. R. & Co	et Mangrum & Otter Inc
Dennisen, W. F., & Co	8 Para D 3402 Missis	on Omey & GoettingCalifornia Mark	Marwedel, C. F
		FRUIT PACKERS & CANNED GOOD	Montanya, J. Do La
Dodge, Sweeney & Co 511 Clu Doyle, H. & Co 511 Clu Duffy, J. J. & Co. 304 Washingto Eveleth-Nash Co 422 Frod	Smith, E. J	Cambrida Print Cambrida Mas 2100	Deborn Hardware & 1001 Co
Field Mercantile Co 126 Califora	Wakelee & Co	Sto Do	Rosekrana, H. & Co
Garcia & Maggial	Ditteres services		m Taylor, Adams & Pritchard
Orimn & Skelley Ch	ot and the second secon	Chicago Clock Co	OR Johnson J. C. & Co
Guggenhime & Co	21 Sanson	Eastern Outhtting Co	Lastufka Bros1822 Market
Hansen, John R. & Co	Geary & Stockt	on Fuller Deek Co., The O. H638 Missi	HATTERS.
Hilmer & Bredholt 10 Day	ia Davia R D & Co Oeary and Grant A	ve Indianapolie Furniture Co	OB Collina & Co 9 Montgomery
Hume, R. D. & Co	ns Graf Broa	et McCann. Belcher & Allon	Br Herrmann, C. & Ch
Ivancovich, J. & Co	on Greenberg & Greenberg	et Pattosien Co	on Kline, Louis & Co
	da Kehlberg, Straues & Frehmas	oet Flum, Chee. M. & Co.	tet Lundetrom, K. A
Levy, S. & So218 Washingt	on Livingston Bros	Det Silinia, Politiculo Co., A. D	

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Anspacher Bros	Flamm, G1436 Polk	Atkina, R. C. & Sona123 Montgomery	Soroels Fruit Co
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Goas, Chas, E	LAMPS.	Berman, O	
Meyer, Albert	5.5	Bullock & Josea Co	Bass-Hueter Paint Co
Scott & Magner615 Sixth		Coldstone Bros	Whittier-Coburn Co 20 Fremont
Somers & Co	LAUNDRIES.	Greeochaum, Well & Michela17 Sansome Hansen & ElrickMarket & Third	PAINTERS AND PAPER HANGERS.
HORSE SHOEING.	Electric Laundry Co	Hart, M	Dwyer, L. J 40 New Montgomery
Odea Martin126 Geary	La Grande Laundry	Kelly, T. J	Fraser, John P
HOTELS.	St. Nicholas Laundry Co3066 Seventeenth U. S. Laundry Association3111 Sixteenth	Mayeratein Co	Rienecker, Chas
California HotelBush, pear Kearny		Schoenfeld, Adolph	St. Depla, J. & Co
Colonial Hotel	LAUNDRY MACRINERY.	Webster, Jas. S. & Sons522 Market	Stader C
Glaze & TrewellaWindsor Hotel Holm & Saxtorph, Baldwin House30 Ellis	Troy Laundry Machinery Co583 Mission	MERCHANT TAILORS.	Swan, J. S
Hotel Bella Vista	LAW BOOK PUBLISHERS.	Bliss, CharlesClaus Spreckels Bldg	PAPER HOVES.
Kirkpatrick, John CPalace Hotel Occidental HotelMontgomary	Bancraft-Whitney Co438 Montgomery	Block & Ocorgea	Pacific Fold. P. B. Factory14 Fremont
Stawart, M. & C	LEAF TOBACCO DEALERS.	Growall, W. L. Co	PAPER AND PAPER BAG
Turpin, F. L., The Royal126 Ellis	Conradi & Goldherg730 Montgomery	Lyona, Charles	MANUFACTURERS.
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Union Ice Co785 Fourth	Brown & Adams	Finn, John Metal Works	PHARMACEUTICAL PREPARATIONS.
INSURANCE. Ahpel & Bruckman	Harnham & Jansen	Pacific Metal Works129 First	California Fig Syrup Co
Allience Assurance Co	Klonner Frederick209 Mason	MICROSCOPES AND BIOLOGICAL	Gordin-Gladys Co
Baggs & Stovel	Stoll & Van Bergen	SUPPLIES.	Worden, Clinton E. & Co214 Townsend
Butler & Haldan	Wagner Leather Co306 Clay	Pacific Micro Materials Co432 Montgomery	PHOTOGRAPHERS.
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Dornin, Geo. D	Equitable Gas Light Co616 California	Jersey Farm Co	Taher Photo Co
Fidelity & Caeualty CoMutuel Life Bldg Fidelity & Deposit Co. of Maryland	LIME AND CEMENT.	Milhrae Company	PHOTO ENGRAVERS.
Mille Blug	Cowell, Henry & Co211 Drumm	Such & Nelson	Bolton & Strong
Forbes, A. B. & SonMutual Life Bldg Orant, Geo. F	LITHOGRAPHERS.	MILLINERY.	106 Union Sq. Av.
Gutte & Frank		Coughlan, Jas919 Market	PHOTOGRAPHIC SUPPLIES.
loa. Co. of North America. 412 California Landers, William J	Poscui Printing & Engraving Co 523 Clay	Hinz & Landt	Racon, Wm. O
	Britton & Rey	Muller & Raas Co	
Liverpool & London & Globe Inc. Co., The		Toplitz, R. L. & Co645 Market	PICKLE MANUFACTURERS.
Manhelm, Dibbern & Co217 Sansome Milwaukee Mechanics' Ins. Co410 California		MILLWRIGHTS.	Fisher Packing Co
Nathan & Kingston	Keily, Thos. & Sons	Dibert Bros. Mfg. Co225 Mission	Pacific Vinegar & Pickle Works122 Davis
New Zealand Ins. Co312 California Norwich Union Fire Ins. Society. 314 California	LOAN OFFICES.	Dillett Blos. Mig. Co	PLANING MILLS.
Pacific Mutual Life Ins. Co. of California		MINERAL WATERS.	Hansen, A
Pacific Surety CoSafe Deposit Bldg Parker Chas. M. T214 Pine	V CHANDA DE VI DE C	Eggers, Chas & Co	Young, James2535 Sutter
Parker, Chas. M. T	LUMBER DEALERS. Albion Lumber Co	Mt. Shasta Mineral Spring Co6th & Brannan Peoples-Mineral-Hygiene Co 642 Howard	PLUMBERS.
	Digth & Trott Spear & Mission	MINERS' AND ASSAYERS' SUPPLIES.	Forsyth, W. C
Shields, A. MCrocker Bldg	Caspar Lumber Co. 20 California Doe, Chas. F. & Co. 101 Howard	Taylor, John & Co63 First	Hufschmidt, Henry623 Golden Gate Av. Ickelheimer, S. & Bro20 Geary Murray Bros623 Sacramento
Transatiantic Fire Inc. Co213 Sansome Turner, Geo. W315 Safe Deposit Bldg	Dolheer & Carson	TRYIOF, John & Co	Schanz & Grundy
Waller, L. P. F	Heywood, Franklin	MENING COMPANIES.	Wilson, W. F
Watt, Rolla VPine & Sansome	Hooper. C. A. & Co204 Front	Alaska Treadwell Gold Mining Co. Mills Bldg	PORK PACKERS AND PROVISION
IRON WORKS.	Jones, Richard C. & Co739 Bryant Meyer, Adolph	Bouvier, Alfred324 Pine	DEALERS. Armour Packing Co
California Iron Yard	Morrison Lumber Co	MUNICIPAL ENGINEERS.	Buttgenhach, Joseph336 Fourth
Vulcan Iron Works	Renton, Holmes & Co		Heineman & Stern
JAPANESE CURIOS.	S. F. Lumber CoThird & Berry Simpson Lumber Co	Ridley, A. E. Brooke598-99 Parrott Bldg	South S. F. Pack. & Prov. Co
Deardorf, FrankUnder Palace Hotel March, O. T. & Co	Truckee L. Co. of S. F 3 California Union Lumber Co	MUSH MANUFACTUBERS.	POULTRY AND DAIRY PRODUCE.
Solomon, C., Jr422 Battery	Wigmore, John & Sons Co147 Spear	Robbins, H. R12 Halleck	Fodera, A
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Brett, J. & Co	California Italian Paste Co407 Jackson	Curtaz, Benj. & Son	POWDER WORKS.
JAPANESE AND CHINESE SILKS.	MACHINERY AND ENGINEERS'	Heine, G. O. & Co	The California Powder Works330 Market
Hart, B	SUPPLIES.	Kohler & Chese	PRESS CLIPPINGS.
JEWELERS.	Brownell, Jas. S	Mauzy, Byron	
Baldwin Jewelry Co844 Market	Cyclops Iron Works		PRINTERS.
Brittain & Co	Evans, C. H. & Co	MUSTARD MANUFACTURERS.	Cuhery & Co
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Hall A 1 & Son	Meese & Gottfried Co	NECKWEAR MANUFACTURERS.	Freygang-Leary Co. 113 Davis Hughes, Edward C. 511 Sansome Janssen Printing & Binding Co. 23 Steven-on
Judia, Alphonae4 Chronicle Bldg	Dealfa Tool & Supply Co 100 Rivet	Heineman, H. M109 Sansome	Janssen Printing & Binding Co. 23 Stevenson
King, Moss & Co	Raiston Iron Works	oils.	Munk, R
Lundherg & Les	Tatum & Bowen	Arctic Oll Works30 California	Pernau Pros
Phelps & Adams	Union Gas Engine Co. 211 First Union Irou Works. 222 Market	Leonard & Ellis	Phillips & Smyth
Schumacher & Co	MANUFACTURERS' AGENTS.	Weed, F. F., Sec'y Lion Oil Co927 Market	Spaulding, George & Co414 Clay
Schwartze, K. G	Eberhard Co. The Geo. F12 Drumm	OPTICIANS.	Stanley-Taylor Co., The424 Sansome Sterett Printing Co933 Market
Shreve & Co	Hughson & Merton	Berteling Optical Co	Stuetzel & Richardson
	Pacific Coast Manufacturers' Agency	Chinn-Beretta Optical Co32 Grant Av.	PRINTERS' INK.
JEWELEUS' SUPPLIES.	Prindle & Miller 16 Second	Hirsch & Kaiser	Reed & Goodman513 Sacramento
Armer & Welnebenk207 Sutter KNITTED GOODS.	Watson, W. SFlood Bldg.	OYSTER DEALERS.	PROPERTY OWNERS.
Pflater, J. J. Knitting Co103 Post	MATCH MANUFACTURERS.	Darbee & Immel30 Union Sq. Market	Androa, Milton
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Davia, Schonwasser & Co	MATTRESSES AND UPHOLSTERV.	PACKERS OF CANNED SALMON.	Hancock, R. J
	Schrock, W. A		Hewes, D

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Law, Hartland			Maasa, H. F
Rodgers Arthur	SEWER PIPE AND TERRA COTTA.	SUGAR. Hawalian Com. Sugar Co421 Market	Valente, Marini & Co1524 Stockton
Shields Estate Co 321 Bush Wells, W. H. Milia Bldg	Clark, N. & Sons	SURGICAL INSTRUMENTS.	UNIFORMS AND REGALIA. Pasquale, B. & SonaSutter & Grant Ave
RABHPTRIES.	Stelger Terra Cotta & Pottery Works	Folkers, J. H. A. & Bro815 Market iloppe & Rohinson	Pettibone Bros. Mig. Co., The Eddy
Bentham, W. C1832 Market	SEWING MACHINES.	SURVEYING INSTRUMENTS.	UPHOLSTERS. Hulse, Bradford & Co
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Hendrickson, William & Co	Foard, L 11 Market	Ford, C. W. R. & Co	Ubl Bros555 Market
Heyman, Jacob & Son	Josselyn, G. M. & Co38 Market Lewis, Anderson & Co24 East		WAREHOUSES. Danforth Warehouse Co., Inc723 Battery
Madison & Burke	SHIPPING AND COMMISSION.	TAILOR TO TRADE.	Danforth Warehouse Co., Inc723 Battery Grangers' Business Association. 399 California Haslett Warehouse Co., The206 California
Manning, H S	Dellus & Co209 Safe Deposit Bldg	TANNERS.	Lemman BroaTownsend & Japan Scarle Warehouse Co., Charles
McElroy, R. D. 4 Phelan Bldg Oliver, B. P. 114 Montgomery Pforr, John 402 Pine	Dieckmann & Co	Eagle Tannery	WELL BORERS. Lowe, J. W
Rich, A. J. & Co	Knudsen, C. N. & Co	Norton Tanning Co	WINES AND LIQUORS.
Smith, Julien	Marcus, Geo. & Co. 232 California Mitsui & Co. 415 Safe Deposit Bldg McNear, G. W. 326 California	TANNING EXTRACTS.	Berges & Domeniconi
Umbsen, G. H. & Co	Newhall, H. M. & Co	California Tanning Extract Co218 California	Buneman, H
RECARATION GROUNDS.	Otia, McAllister & Co	TEAS, COFFEES AND SPICES.	California Wine Association
Herman, R	Parrott & Co	Burmeater, Henry W1143 Market	Chevalier, F. & Co
Selhy Smelting & Lead Wks416 Montgomery	Spreckels, J. D. Bros, & Co327 Market Ulrichs, J. F	Castle BrosDavis & Sacramento Caswell, Geo. W. & Co414 Sacramento Columbia Coffee & Spice Co112 Front	Elsen Vineyard Co
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Christesen, M. A. C	SILK MANUFACTURERS.		Kuhla-Schwarke & Co
Cuenio, I.	Carlson-Currier Co	TELEPHONE AND TELEGRAPH COMPANIES.	Livingston & Co
Galindo & Juranitz205 Kearny Gutzeit & Malfanti110 O'Farrell	SMOKERS' ARTICLES.	Pacific Telephone and Telegraph Co., The216 Bush	Mann, C. M., suc. to I. de Turk.216 Sacramento Martin, E. & Co
Johnson Restaurant Co 28 Montgomery		Weihe, E. FSupt. Am. Dist. Telegraph Co	Meinecke, Chas. & Co
Kepnedy J. Graeft & Co. 229 Geary Larsen, C. G. 16 Eddy Kroos, F. W. 35 Geary Malson Riche. 104 Grant Ave		TENTS AND AWNINGS. Ames & Harris, Inc100 Sacramento	Moors, Hunt Co., The Jesse
Peterson, P	Lille, CharlesN.W. cor. Bay & Webster	Neville & Co	Much & Lynch
Pouchan & Schlatter	Newell & Bro	THEATRES.	Pike, B. D. & Co
Schwarz & BethO'Farrell & Market Swain, Frank A213 Sutter	Beene, di et continuent	Relasco, FredAlcazar Theatre	Royal Eagle Distilleries Cobul Market
Techau, R. JMason, near Ellis Westerfeld, P. & Co1035 Market Wicker & HermansenMarket & Park Ave	SOHA WATER MANUFACTURERS.	Friedlander, S. H. & CoCalifornia Theatre Walter Orpheum Co	
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RUBBER GOODS.	Rieger, Paul & Co	Tay, Geo. H. Co43 Firat	Siehe Bros. & Plagemann322 Sansoms Spruance-Stapley Co
Roat. Wov. Hose & Rubber Co Fremont Goodycar Rubber Co	STAMP DEALERS.	TITLE INSURANCE. California Title Inc. and T. CoMills Bldg	Stoufe, John & Co
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Winslow, C. R. & Co44 Second	STARCH MANUFACTURERS. Everding, J. & Co48 Clay	Mercantila T. & L. Co	Wichman, Lutgen & Co
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Stmonds Saw Co		Hirschfielder & Meancy14 Sutter	S. F. Turning and Planing Mill.130 Stevenson
SCOTCH TWEEDS.	STEAMSHIP AND TRANSPORTATION COMPANIES.	TRUSSES AND ELECTRIC RELTS.	WOOD MANTEL MANUFACTURERS. Bush & Mailett Co
SCREENING AND TRANSPORTATION	International Nav. Co30 Montgomery	Pacific Electric Belt & Truss Co1170 Market	WOOD AND WILLOW WARE.
OF COAL.	Pacific Coast Steamship Co	TURKISH BATHS. Lindstrom & Johnson	Unna, Harry Co., The113 Battery
Excelsior Coal & Screening Co 6 Spear SEARCHERS OF RECORDS.	Peterson James P		WOOL. Ballard & Hall
Simpson & Millar	Toyo Kiseu Kaisha	TYPEWRITERS AND SUPPLIES. Alexander, L. & M. & Co110 Montgomery	Koshiand, S. & Co222 California
SECY, ACADEMY OF SCIENCES.	Eschen & Minor	Bannan's Typewriter Exchange207 Montg'y Bornemann, Geo. C. & Co117 Sutter	San Francisco Wool Sorting & Scouring Oc
Rixford, G. PAcademy of Sciences Bldg	Menzies, Stewart & Co	Standard Typewriter Ez207 Montgomery United Typewriter & Supply Co227 Montg'y Wyckoff, Seamans & Benedict.211 Montgomery	WOOLEY MANUFACTURERS.
SEC'Y MERCHANTS' ASSOCIATION,	Woodside, A. & Co22 Halleck	UNDERTAKERS.	Golden Gate Woolen Mfg. Co535 Merket
Freud, J. Rich'd	STORE AND OFFICE FIXTURES. Simmen, John	Godeau, J. S	WRECKERS. Whitelaw Wrecking Co216 Spear
Bowen, E. J	STOVE AND IRON FOUNDRIES.	Gray, N. & Co	MISCELLANEOUS.
Keyser, Paul	Steiger & Karr350 Maln	Halated & Co946 Mission	Buckman, A. E



RBVIBW

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SAN FRANCISCO, CAL., OCTOBER, 1900.

No. 50.

TESTIMONIAL TO CLAUS SPRECKELS.

By the Merchants' Association in Commemoration of the Presentation of the Temple of Music in Golden Gate Park.

was specially organized for civic improvement and

nize in some suitable manner the civic patriotism and generosity of Claus Spreckels in presenting the splendid music stand in Golden Gate Park on the anniversary of the Golden Jubilee of California. Accordingly, a presentation was arranged to take place on September 25th, at the home of Mr. Spreckels, to which all the Directors and former Directors of the Association were invited. With the exception of Director E. B. Pond who was too ill to attend and several former Directors who were unavoidably absent, the present and past Boards of Directors were fully represented on this notable occasion, as is attested by the following list:

Directors-A. S. Baldwin, C. S. Benedict, Chas. Bundschu, Foster P. Cole, Andrew M. Davis, F. W. Dohrmann, Joseph D. Grant, Marshal Hale, Hugo D. Keil, A. J. McNicoll, Edw. H. Mitchell, W. P. Redington, Hugo Rothschild, Frank J. Symmes.

Ex-Directors-Percy Beamish, Wallace Bradford, J. W. Carmany, G. D. Cooper, W. G. Doane, J. Richard Freud, D. V. Kelly, Herbert E. Law, Kenneth Melrose, Henry Michaels, John E. Quinn, I. L. Rosenthal, W. R. Sherwood, Joseph Simonson, Vanderlyn Stow, Frank A. Swain, Joseph Terry, Arthur G. Towne, Frank A. Vail, Rolla V. Watt.

OPENING WORDS OF PRESIDENT DOHRMANN.

When all the Directors and former Directors of the Merchants' Association had gathered in a semi-circle around Claus Spreckels, President F. W. Dohrmann gave expression to the universal sentiment of the members of the Association in a few impressive words:

"The origin of the Merchants' Association," said President Dohrmann, "may justly be ascribed to a firm determination to improve the material condition of our city. To beautify and adorn San Francisco is the foremost object and constant ambition of the Merchants' Association. We have thought of our

adornment, the Board of Directors decided to recog- welfare of San Francisco, we have witnessed with



SILVER TABLET PRESENTED TO CLAUS SPRECKELS.

keen delight your civic pride and patriotism. Our mission here tonight is that of practical business men to express to you our sentiments and those of our organization for what you in your civic courage and patriotism have done for San Francisco. On hehalf of our 1250 members we greet you as the foremost citizen of San Francisco and ask to tender you this

As the Merchants' Association of San Francisco | parks, our neighbors' houses, our streets and our city | testimonial to-night in commemoration of the glorious as of our own home. In our efforts to advance the | gift that you have made to the people of California."

ADDRESS OF WELCOME BY DIRECTOR SYMMES.

Director Frank J. Symmes delivered the formal address of welcome in the following heartfelt words:

"It is my personal pride to welcome you home. I am not given to fulsome flattery nor to foolish praise and if I were I know you, Mr. Spreckels, too well not to know that you would accept neither. The Merchants' Association represents good government and good citizenship and we recognize in you one of the foremost of our citizens. It is our duty, therefore, to tell you that we appreciate what you have done for your adopted city. That you have given comfort, livelihood, employment to thousands of men we know. That your enterprise has helped to build up and beautify our city is our boast. And when we express our appreciation of what you have done we tell what is in our hearts. We know also that those who have been public spirited in San Francisco have not received recognition for what they have done and we seek, therefore, in welcoming you home to pay you our tribute. To do so is a delight to us and in behalf of those I represent and for myself I pray that your days may be long in the land and that your years may be crowned with happiness."

PRESENTATION ADDRESS OF DIREC-TOR GRANT.

Vice-President Joseph D. Grant presented the silver tablet to Claus Spreckels in the following felicitous words:

"It is with much pleasure that we are gathered here to-night Mr. Spreckels, to express our appreciation of the generous gift that you have made to our municipality

This bit of silver is presented to you by the members of the Merchants' Association as a small token of recognition on their part of the benefit that you have conferred, not alone upon the people of San Francisco but the people of the State, and the people, may I say, of the world, who by and by, will come here as to Italy and Greece, to see and admire our works of

art and not our Chinese quarter. History teaches us that elevation of the arts follows commercial supremacy, and as no man in our country more than yourself has helped toward our supremacy in commerce, so this gift shows equal abilities on your part to help us to supremacy in art. It was a happy thought on your part, sir, to have harmonized such an architectural masterpiece with music and a beautiful landscape. This successful combination cannot but elevate and instruct all those who crowd to our Park for pleasure and recreation and will be an everlasting monument to your taste, public spirit and generosity. Again allow us to thank you on hehalf of all who look forward to their Sundays as a day of rest, away from the environment of saloons, where, surrounded by their families, they may rest beneath the trees in the fresh, healthful air from the Pacific and enjoy good music. You have made the Park more attractive, you have helped to make more people happy, you are entitled to the gratitude of your contemporaries and generations yet unborn. May this silver gift be a pleasant reminder of the gratitude of the members of the Merchants' Association."

+-+-+-+-+-+-+-+-+-+-+ TOAST.

DEDICATED TO CLAUS SPRECKELS

BY CHARLES BUNDSCHU.

The waves rolled in to the Golden Gate
On the ninth day of September,
Each pushing on with its dashing mate And marmuring: "Yes, we remember!"
heir white-winged crowns spread over the beach
Rushed forward and broke through the surf, Rushed forward and broke through the surf. Their potent arms with an eager reach. Stretched out to the sand-lined turf. The ocean's surging restless expanse. Sent its mightiest waves to the Coast. They whirled and sprayed a jubilec-dance had their spokesman offered a toast. He reared his head through the blueish mist. Unlitting a wonderful shell. Uplifting a wooderful shell,
the held it aloft in his powerful fist
And wavelike, now rose and then fell.
Near the cliff where the seals in sunshine hask,
The shell, like a howl in his hand,
the raised his brow and fullilled his task
And spoke with his face to the land:

"All hall and all bliss to this wonderful shore That hinders and checks our pace, A greeting to them that in days of yore Have struggled and not lost their race A greeting to them that firmly and bold A greeting to them that firmly and hold Linked their fate with the setting sun, A greeting to them that "to have and to hold" Have hattled and labored and won! The years rolled by, half a century passed, Success came through struggles and throes, From dunes and sandrifts in glory at last The Queen of Paelide arose.
To the men that stood in the foremest line, That conquered the far western coast, I raise this chalice with sea-foam wine, I pledge them a Juhllee-toust!"

He drauk and sank to the depths below And a roaring shout and a cheer Broke forth from the waves, lined up in a row; "California, all hall, we are near! "California, thy future lies here!"

In Golden Gate Park, midst flowers and trees, Where bountiful nature is peer, In a temple remindful of ancient Greece Stood a kind-hearted, proud pioneer. His words fell freely from heart and lip:

- " In reverent love for this State

- "In reservent was for this state
 "And in memory of my citizonship.
 "This structure I now dedicate
 "To the people of this great commonwealth
 "Where I builded and founded my home.
 "May peace be enjoyed and happiness felt
 "When melodies flow from its dome!"

And solemnly, like a hymn of the Lord, From the Perlstyle Temple of Greece, An orchestral strain—a festive chord, Ascended and swayed through the breeze. The multitude carried the symphony song Far out to the strand and the rest— And the ocean waves in their ceaseless throng Joined the chorus: "Hail to the Chief."

CHARLES BUNDSCRU

TOAST OF DIRECTOR DAVIS.

The following brief but expressive toast was offered by Director Andrew M. Davis:

"I offer a toast to those who give and those who receive. May he who has given from the fullness of his resources (both material and immaterial) to the city and people of San Francisco receive from the beneficiaries such a measure of love, appreciation and gratitude, that it will constitute the richest part of that great heritage which he will bequeath to his posterity-Claus Spreckels."

INSCRIPTION UPON THE TABLET.

Upon the silver tablet is the following inscription. The quoted words were spoken by Claus Spreekels when the music pavilion was dedicated:

-+--+--+--+--+--+--+--+--+--+--+--+--

"I have never wished for any other home nor longed for anything on earth that California could not give. "Loving California as I do, and being

grateful for the many benefits that have accrued to me, I desire to transfer this monumental structure as a memorial of my citizenship to the people of California.

THE MERCHANTS' ASSOCIATION OF SAN FRANCISCO,

organized for civic improvement and adornment, greets with profound gratification the erection of the magnificent temple of music in Golden Gate Park and its presentation to "The People of California" by

CLAUS SPRECKELS

on the ninth day of September in the year of Nineteen Hundred, in commemoration of the Fiftieth Anniversary-the Golden Jubilee of the Statehood of California.

The Board of Directors, on behalf of the Merchants' Association,

Resolved: That heartfelt appreciation and gratitude be hereby tendered to our fellow member, Claus Spreckels, for this notable evidence of civic patriotism and philanthropy.

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MERCHANTS' ASSOCIATION.

F. W. DOHRMANN, President. J. RICHARD FREUD, Secretary.

A BEAUTIFUL SILVER TABLET.

This silver tablet made by Shreve & Co. is a remarkably fine example of workmanship in silver. It is composed of a solid silver slab, 12x17 inches, set upon a background of solid ebony and enclosed in a fine morocco leather, silk-lined case. The detail of design and engraving is most beautiful, but the work which is of especial interest is the entirely new and original effects accomplished by the application of photography to the silversmith's art. For example, the portrait of Mr. Spreckels and the view of the music pavilion are photographed and etched directly upon the surface of the silver tablet, the result being as absolutely true and correct as when done by the ordinary method upon paper, and is indestructible as the metal itself. These original characteristics of the beautiful tablet give to it more than ordinary importance and aid in the completion of this graceful tribute.

PRIMARY ELECTION LAW.

Necessity of Ratifying Senate Constitutional Amendment No. 4 at the Election on November 6, 1906.

No public measure is of more urgent necessity in California than a fair and efficient primary election law. Without such a statute, State and Municipal elections are generally instruments for defeating instead of executing the will of the people. Under the temporary existence of the last primary election law about 30,000 voters participated in primary elections, while at a primary election recently held without such safeguards, but a few thousand electors went to the polls.

The primary election laws heretofore passed by the Legislature of California have been declared unconstitutional by the Supreme Court of the State. The constitutional authority of the Legislature to frame such a measure is too restricted. The object of Senate Constitutional Amendment No. 4 is to vest the Legislature with full power to frame and adopt a desirable primary election law. The provisions of this amendment are as follows, and we earnestly hope it will be overwhelmingly ratified at the election on the 6th of next month:

SENATE CONSTITUTIONAL AMENDMENT No. 4.

A resolution proposing to the people of the State of California an amendment to the Constitution of the State by adding a new section, to be known and designated as section two and one-half, article two, thereof, concerning primary elections.

(Adopted March 18, 1899.)

The Legislature of the State of California, at its thirty-third session, commencing on the second day of January, Anno Domini one thousand eight hundred and ninety-nine, two-thirds of all the members elected to each house of said Legislature voting in favor thereof, hereby propose that a new section be added to the Constitution of the State of California. to be known and designated as section two and onehalf, article two, thereof, as follows:

Sec. 21. The Legislature shall have the power to enact laws relative to the election of delegates to conventions of political parties at elections known and designated as primary elections. Also to determine and test the conditions upon which electors, political parties, or organizations of voters, may participate in any such primary election, which tests or conditions may be different from the tests and conditions required and permitted at other elections authorized by law; or the Legislature may delegate the power to determine such tests or conditions, at primary elections, to the various political parties participating therein. It shall also be lawful for the Legislature to prescribe that any such primary election law shall be obligatory and mandatory in any city, or any city and county, or in any county, or in any political sub-division of a designated population, and that such law shall be optional in a city, city and county, county, or political subdivision of a lesser population, and for such purpose such law may declare the population of any city, city and county, county, or political subdivision, and may also provide what, if any, compensation primary election officers, in defined places or political subdivisions, may receive, without making compensation either general or uniform.

Reminder to Our Members.

Examine the list of members of the Association published in the Review and you will probably find some of your business friends missing. Please remind them of their duty to join the Merchanis' Association. Let our rolls number 2,000 members before the year closes. Every new member strengthens the Association.

SAN FRANCISCO FOLLIES.

Written for the "REVIEW."

By FRANK J. SYMMES,

Director of the Merchants' Association.

We speak of cities, states and nations in a personal manner-as possessing personal qualities. We speak of their slowness and their enterprise; of their boastfulness and their modesty, of their good and bad tastes, of their wealth and poverty, of their hospitality and their selfishness; -and every good citizen feels a pride in his country's good qualities, and more or less responsibility for its weaknesses and follies. The government, like the individual, is always imperfect-and ours can never improve except through the moral determination and force of the citizen. To correct our faults, we must first realize them. If we would know how our house appears to our neighbor, we must cross the street and observe it from the outside. It may be sadly out of repair, requiring paint putty and alterations, but we may not learn it from within until the rain or storm enters, and the roof is ready to fall about our head. San Francisco should awaken to its faults, and stand ready to remedy them; -to apply the paint the putty or the alterations where necessary.

OPINION OF OUR VISITORS.

What do our visitors say of us-they who look at us from the outside? That as individuals we are ever hospitable and generous-but as a city, we are without public spirit-that we are more cordial and kind to the stranger than we are to each other-that we are ever active with a jealous and unkind criticism of our neighbor, and that our press is ever ready as a vehicle for our criticism and abuse. The American newspaper is the great mud-slioging machine of the century. Its tremendous capacity for good is only execcded by its greater power for evil. It is supposed to reflect our views and to serve us the news, the pictures and the opinions that we demand. If this he true it is time to elevate our tastes and to reform our opinions. We delight much to abuse our millionaires and our corporations, and then lament that they are not more numerous and better natured. We attack the candidates for office-good and bad alike, and then wonder why we do not have a better city government. We think if we take care of the trade and commerce which comes to us, that we do well, whereas we should reach out after them. We should solicit them across the world and provide accommodations and hospitality in advance. have a source of genuine pride in our Park, but beyond this we have taken few steps toward making our city attractive or beautiful. We fear to undertake great public improvements lest our funds may be squandered. We occasionally put down a good piece of pavement, but tear it up every few months to inspect the labyriuth of pipes which are carried beneath.

We pour smoke and dirt into the faces of the people, and allow it to be said that we have a bad climate. We take the clean, healthful winds from heaven, fill them with sand, dirt and bacilli and fire them in the faces of our citizens and visitors.

MORE TREES NEEDED.

We have a climate most favorable to the plant and tree growth which nature provides for the re-oxygen-ation of the atmosphere. We know it and yet fifty ation of the atmosphere. We know it and yet fifty years have gone and we have provided for little outside of our parks. Perhaps this is because trees might obstruct the view of the advertisements which we use so freely and which give us the attractiveness of the surroundings of a circus. We have boasted about "climate" till we have made ourselves ridiculous and have trusted to that climate to redcem all our sins. Without a hot season we have claimed we

did not require trees-and because the roots found holes in our miserable sewers we claimed that trees were dangerous ornaments to our streets. There can be no beautiful city without trees. They should line the sidewalks of all residence districts. We see them abroad and in the East. New York City has recently put out a thousand and the upper portion of that city is to be a residence district melting into parks. The eity of the future is to have its trees, plants and huildings freely intermingled, and not like San Francisco, with its solid blocks and barren streets, and its trees and plants in one principal bunch miles away.

CIVIC PRIDE AND PATRIOTISM LACKING.

Are we not old enough, have we not sense enough to correct some of these follies? We certainly possess the intelligence, but we lack the feeling of personal responsibility and willingness to work together. We have a few millionaires left, but we do not use them for the good that is in them or to develop that good still further? As it is, but few come to us and those we develop soon depart. The millionaire, in fact, is by no means a misfortune to a community-and if properly handled is an exceeding blessing. He may sometimes require to he humored a bit, but as a rule justice and fair dealing will preserve his friendship and increase his usefulness. One good liberal millionaire brought to a city or kept from departing may be worth more to its prosperity than a thousand ordinary immigrants. Stroke his fur in the right direction and the millionaire will feed and clothe the thousand. Abuse him, and he finds it convenient to live abroad, becomes interested there and loses his interest here. We want to make San Francisco a great city-but it is not numbers alone we need-we want a happy prosperous people. We need the mechanic and the laborer to operate factories and mills and we need the capitalist and the corporation to establish and maintain them. We need to teach the poor and unfortunate who must be ever with us, how to be cheerful in their adversity, and to teach the rich and the fortunate how to be happy by a wise and generous disposition of their wealth.

WE SHOULD BE FAIR AND JUST TO ALL.

We need to be fair and just always-and as much so to the capitalist and the corporation as to the poor and the struggling. No city can become great or prosperous without capital. For the first twenty years we prospered without a railroad—we grew through the aid of the steamship, the prairie schooner and the pony express. Then we were blessed with the over-land railroad—some have declared it a curse. Its methods have been most aggravating and its many sins are not to be condoned—but we have given it our steady abuse. We have gained nothing by our ill nature, but temporary personal gratification, whilst we have advertised for twenty years that we were in the clutches of an "octopus," and that capital and enterprise might count no friendly welcome here.

WE WANT MORE RAILROADS.

That was the only railroad we had, and we should have made the best of it-else built a better. After many years we did gather courage and capital enough to build a little one of our own. This road has now become a part of a great transcontinental line and is asking space in which to do its business. been haggling over a few feet of sea-wall, whilst its million dollars is waiting to be spent for our benefit upon property now useless—and which with all improvements is to revert to us in fifty years. It means

practically the doubling of our railroad facilities. Many a city would raise a million dollars to attain such an end. After the inflictions we think we have suffered from the great monopoly, we should jump at the opportunity to secure a second railroad and thus make it easier to obtain the third.

BETTER QUALITIES OBSCURED BY PETTY PREJUDICES.

We should strive to live down the unenviable reputation of hostility to all capitalists and corporations. Southern California has made them welcome and built up its many and varied interests whilst we have played the part of the unhappy "dog in the manger.

The late Mr. Huntington has been criticised because he left no charities within the State where he secured Why should he? We never so much of his wealth. did much but abuse him-and yet he made a handsome gift to our Park. In a good-natured moment, when a Park Commissioner stroked the fur aright, this millionaire gave twenty-five thousand dollars for the huilding of a water-fall for our pleasure, not hisand our abuse continued just the same. did ourselves any good or him any harm by our method. We never deterred him a moment from his plans. We only made him more determined in their execution-and less interested in our welfare, unless our success was to prove some ultimate henefit to his affairs. Mr. Huntington was recognized as one of the ablest business men in the country and he had more personal interest in the growth of San Francisco than any other man. We should have made him one of our Mayors and had the use of his mighty powers. A wise city uses its ablest and strongest men in office and they come to enjoy being of service to the public. If they possess millions they learn to share them with the public. We have just received from Mr. Spreckels a magnificent gift to our Park. There were no selfish motives behind it, and like that of Mr. Huntington, without expectation of political or commercial advantages in return. We should learn to appreciate such things and certainly find a suitable means of expressing our appreciation and our gratitude. The heart of the millionaire is made of similar stuff to ours, and his joy in giving comes equally from the pleasure of doing us good and in knowing that we are grateful. In all our treatment of the millionaire and the corporation we have been disposed to permit petty prejudices to obscure our nobler qualities.

NATURAL GROWTH OF SAN FRANCISCO.

In spite of all of her faults, San Francisco has grown and prospered-but by no means to the extent that she should. She has had her Kearnevism and her Kinyounism, two mighty inflictions, and has overcome them,-but she has seldom had the combined strength of our best powers to apply in any direction. We have been inclined to be content with what we call the "natural growth"—which has been the growth in spile of our faults and our follies, not that by the aid of our best efforts. We have done nothing at all proportionate to our opportunities and have but little to boast of beyond that which has been furnished by Providence.

In the beginning California was at an obscure end of the world. To-day she occupies an important central position. Must San Francisco wait for all the Must San Francisco wait for all the other cities to lead the way or shall we reform onr When we methods by our inherent common sense? shall have learned to do all these things better, the press will be with us and will have learned to sink its prejudices as well.

When the Almighty hollowed out this bay and built up this peninsula he predicted for us a great and prosperous city. He gave us one of the most important positions on the world's highways and indicated that we should build up here one of the greatest commercial centers of the world. Our part has as

yet been but feebly done. The Merchants' Association in a quiet way would remind us of our follies and help to remedy themit seeks to crystallize into action a knowledge of the wrongs to be corrected and the rights to be maintained-to bring the combined strength of the merchants into harmonious action for the public good, to encourage the newspapers to build up good things and to discourage them in their abuse of us and of each other. It would hail and welcome the coming individual and the corporation—the ship and the railroad and serve out justice and fairness to all, full of confidence that by such means we may best and most quickly build up a great and beautiful city for a happy and prosperous people. FRANK J. SYMMES.

San Francisco, September 20, 1900.

Board of Directors Proceedings

IMPORTANT SUBJECTS ACTED UPON.

[NOTE .- The limited columns of the "Review" will not permit a full account of all the proceedings of our Board of Directors during the past month. A summary of the important matters acted upon is here presented .- EDITOR.]

Directors' Meetings and Conferences.

Numerous meetings and conferences of the Board of Directors have been held during the past month. Special meetings of the Board for the consideration of current and urgent matters take place every week. Regular meetings for final action upon subjects of particular importance are held every month. Besides these regular and special meetings of the entire Board, the standing committees hold preliminary conferences. It is extremely gratifying to report the prompt attendance at these meetings of nearly all Directors.

TEXAS RELIEF FUND.

The following citizens were appointed by Governor Gage to act as the California State Relief Committee for the Texas sufferers:

Claus Spreckels.

James L. Flood.

I. W. Hellman, President Nevada National Bank. William Alvord, President Bank of California.

Robert J. Tobin, President Hibernia Savings and

Chas. Nelson, President Chamber of Commerce.

A. A. Watkins, President S. F. Board of Trade.

F. W. Dohrmann, President Merchants' Association.

Our Directors unanimously tendered to the Committee the use of the offices of the Association and the services of its employees. Our Superintendent has acted as the Secretary of this State Relief Committee. A thorough canvass has been made by the appointment of efficient special committees in each class of trade. The result has been gratifying. Before the work is concluded, many thousands of dollars will have been sent to alleviate the suffering and distress of the afflicted residents of Galveston and of other devastated districts in Texas.

REPAVING ACCEPTED STREETS.

The dilapitated condition of a number of conspicnous business blocks continues to demand the attention of our Board. Last March a plan was presented to the Board of Public Works for a general repaying extending over a period of four years. This plan would require an expenditure of \$125,000 a year and would have practically included every block requiring repayement. As only \$35,000 has been appropriated for repaying business streets during the present fiscal year, the plan of general repayement must be postponed. Onr Board now recommends that this amount be devoted to the repavement of those blocks most in need of urgent attention. Should it he possible to use the \$200,000, coming into the treasury from the unexpected increase in the assessment roll, our Board of Directors earnestly requests that this sum be exclusively devoted to the repavement of the such parts of the public streets as may be necessary. This would include not only the cobbled blocks but also among others such prominent thoroughfares as Grant Avenue and Polk Street and portions of California and Pine Streets.

CHINA BASIN LEASE.

The nrgent need of increased dockage facilities in the harbor of San Francisco has prompted the Board of Directors to favor the granting of a lease of China Basin to the San Joaquin Valley Railway Company. The improvement of this now almost useless and unprofitable property would also prove of considerable advantage and revenue to the city. The terms of the new lease appear to be just to the company and fair to the city and State. Our Committee on Public Affairs now has this lease under eareful consideration. Unless some unforeseen objection to the terms of the lease shall be found, the granting of the new lease will have the support of the Association.

CONVENTION HALL IN SAN FRANCISCO.

The need of a hall in San Francisco, suited to the requirements of conventions and large assemblages, was discussed. It was apparent that the chief objection to this city as a meeting place for notable gatherings of national organizations is the absence of a suitable assembly hall. The Directors believe that the construction of such a building may be secured by conferring with the owners of realty adapted to the purpose. The Committee on Publicity and Promotion was authorized to act in this matter.

STREET PARADE APPLIANCES.

The excellent arrangements at the recent semicentennial parade, for keeping the streets clear, elicited the approval of the Board. Our Directors favor the establishment of a permanent arrangement, whereby the posts may be placed and the ropes and decorations suspended whenever any great procession takes place. Such permanent appliances, ready for use whenever occasion demands, would not only serve this excellent purpose, but avoid the necessity of breaking and repairing the pavements. The Committee on Publicity and Promotion was directed to investigate this subject and report to the Board its conclusions.

ADMINISTRATION OF CHARITY.

The administration of charity in an efficient and uniform manner has been carefully considered by our Board. A special committee consisting of Directors Davis, Mitchell and Symmes has this important subject in charge. Plans are being matured and the necessary data collected and collated.

New Members of the Association.

During the past month the following new members joined the Association, raising the present total membership to 1252; Chas. L. Adams, 212 Eddy St.; Milton Bradley Company, 122 McAllister St.; Gulf Bag Company, 709 Front St.; L. H. Greenhood, 222 Post St.; Max Hoffich, 107 Grant Ave.; Chas. C. Moore & Co., 32 First St.; Anna Catherine Mueller, 109 Grant Ave.; R. K. Palache, 12 Front St.; M. Phillips & Co., 202 Market St.; Summerfield & Roman, Fifth and Market Sts.; Joseph T. Terry, 214 Sansome St.; Waterhouse & Price, 206 Kearny St.; and Western Meat Company, Sixth and Townsend

OUR MERIT SYSTEM

AN EXPERT'S OPINION.

UNITED STATES CIVIL SERVICE COMMISSION, Washington, D. C., September 7, 1900.

Municipal Civil Service Commission, San Francisco, Cal. DEAR SIRS: I have just read, with very great pleasure and satisfaction, the first report of your Commission, which is an admirable refutation of the carpings against the merit system which have appeared from time to time. Only yesterday, I took occasion in writing to a correspondent in San Francisco to advise him that the work of your Commission was too important to be done hastily and carelessly therefore, the people of San Francisco ought not to permit themselves to be at all impatient as to immediate results.

It afforded me much satisfaction to note personally the care with which your Commission studied each new question before determining how it should be treated to best subserve the public interest.

All substantial citizens of San Francisco must have hegun by this time to appreciate, at least in part, why the Merchants' Association insisted on putting the merit system first in the great fight your city has had for a reform charter. I do not know of any greater exhibition of unselfish devotion to good government than was shown in the long and bitter contest which was finally crowned with success. If the Merchants' Association had nothing else to its credit beside this one thing, it would have rendered services of the most signal character to the residents and taxpayers

Please accept my congratulations on this valuable addition to civil service literature. I shall continue to read with much interest all reports that may reach me concerning the progress of your work in placing the city government upon a strictly impartial business Very sincerely yours,

A. R. Serven, Chief Examiner.

MUNICIPAL CIVIL SERVICE

OF SAN FRANCISCO.

SCHEDULE OF EXAMINATIONS.

The following examinations will be held by the Civil Service Commission during October, November and December, 1900:

DATE	ŝ.	CLASS.	OEPARTMENT.
Oct.	3	Policemen	Pollon
61	9		
44	12	Experienced Clerks	
	18	{Register Clerks} {Assl. Register Clerks .}	Coupty Clerk.
44	19	Court Room Clerks	County Clerk,
** ;	23	Experienced Clerks	Auditor.
44 2	26	Deputies	Auditor.
44 5	30	Deputies	Assessor,
Nov.	2	Balliffs	Sheriff.
**	î	Deputles	Recorder.
**	8	Deputies	Justice's Clerk.
** 1	13		
	14	Secretaries	Fire, Police and Health.
	163	Inspectors	Board of Health.
	31	Jaflers and Guards	Sheriff
	3:3	Deputies	Sheriff.
	??	Employees	Dept. of Electricity.
** 8	30	Englueers	Dept. of Electricity.
	4	Deputies	Tax Collector.
41	7	Deputies	Dept. of Elections.
	11	Inspectors	Public Works.
	Ш	Japitors	Public Works-Schools
	18		
	19	Architects and Assts	Public Works.
11 0	31	Engineers and Assts	Public Works,

All examinations are public, competitive and free,

Merchants' Association OFFICERS AND DIRECTORS.

OFFIGERS AND DIRECTORS.

F. W. DOHMANN

Nathan Dohrmann Co.

A. S. BALDWIN

Baldwin & Howell

JOSEPH D. GRANT

Murphy, Grant & Co.

FRANK J. SYMMES

Thos. Day Co.

C. S. BENEDICT

Thos. Day Co.

C. S. BENEDICT

CHARLES BUNDSCHU

Gundlach-Bundschu Co.

FOSTER P. COLE

Joho Breuner Co.

ANDREW M. DAVIS

The Emporium

MARSHAL HALE

Hale Bros.

HUGO D. KELL

Goldherg, Bowen & Co.

A. J. McNicoll

EDWARD H. MITCHELL

EDWARD H. POND

W. P. REDINGTON

Redington & Co.

HUGO FORTHOL

A. Secretary and Attorney

L. M. KING

Ass t Sec'y and Sup't.

J. RICH'D FREUD, - -

EDITOR

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POLICY OF THE REVIEW. No personal, partisan or sectarian question admitted to

No personal, parties these columns.

No advertisements are inserted and no subscription price is charged.

Communications must hear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the REVIEW.

RELIABLE BUSINESS GUIDE TO SAN FRANCISCO.

OFFICIAL LIST OF MEMBERS.

NUMBER OF MEMBERS OCTOBER 1, 1900, - 1252.

NOTE.—Our Constitution provides that any business firm in good standing may become a member. Each firm has but one vote, but may be represented at the meetings of the Association by any or all of its members, or by such employees as it may designate for that purpose. There is at present no initiation fee to pay, and the dnes are only \$1.00 per month.

HONORARY MEMBERS .

Merchants' Association of New York

FIRM NAMES OF MEMBERS CLASSIFIED ACCORDING TO BUSINESS.

ART GLASS.

ART GOODS.

 Cohen, H.
 19 Grant Ava

 Oump, S. & G.
 113 Geary

 Kennedy-Rabjohn Art Co.
 13 Post

 Rossi, Tha P. Co.
 229 Sutter

 Sanborn, Vall & Co.
 741 Market

 Schusaler Bros.
 27 Grant Ave

 Vickery, W. K.
 224 Post

ART INSTITUTE.

ARTIFICIAL STONE PAVING.

Oray Bros......228 Montgomery

ASBESTOS COVERINGS.

ASPARAGUS CANNERS. Hickmott Asparagus Canning Co. . 3 California

ASPHALTUM ROOFERS. Bonnet, B. & Son......100 Montgomery Ave

ASSAYING.

AUCTIONEERS.

 Davie, Beleu & Co.
 .115 Bush

 Chase & Mendenhali
 .1732 Market

 Ordway, W. C.
 .Cor. 6th and King

 Spear, E. S. & Co.
 .31 Sutter

 RAGS, RALE ROPE AND RURLAP.

BAKERIES.

BANKS AND BANKERS.

American Bank & Trust Co... 200 Montgomery Anglo-Celifornia Bank Limited 200 Sansome Bank of California Cal. Safe Deposit & Trust Co... 400 California Banking Co... C. Spreckels Bidg

Payot, Upham & Co... 204 Pine Building AND LOAN ASSOCIATIONS. Heywood Bros. & Wakefield Co... 651 Mission Pack of British Columbia... Sansome & Busic States S., L. & B. Co... ... 410 Pine Continental Building & Loan Association Continental Building & Loan Associ

DAR FIXTURES.

Fincke, Oscar......501 Fifth BARBERS' SUPPLIES.

BARREL MANUFACTURERS.

BATHS.

Faraham, John......317 Bay

Emporium and Golden Rule Bazaar....Market BEER BOTTLERS.

Enterprise Bottling Co.......2745 Sixteenth Frederickshurg Bottling Co......1510 Ellia

DELTING-LEATHER. Cook, H. N. Belting Co......317 Mission Heins, Alex......124 Main

BICYCLES.

BILL POSTERS.

Owens, Varney & Green Market & 10th BOILER WORKS.

Eureka Boller Works......113 Mieslon BOLT MANUFACTURERS.

Payne's Bolt Worka......121 Howard

BOOKBINDERS.

BOOKS AND STATIONERY.

Sullivan, J. T. 20 Fourth
United Workingmen's Boot & Shoe Co...

18 Second
Utschig, John 328 Bush
Williams-Marvin Co. 569 Market
Young, George H. 10 Sutter

BREWERIES.

BREWERS' & BOTTLERS' SUPPLIES. Ahramson-Heunisch Co...........10 Maln Bauer-Schweitzer H. & M. Co..632 Sacramento Hermann & Co..........214 Sacramento

BRIDGE BUILDERS.

BROKERS-CUSTOM HOUSE.

| Bellingail, P. W. | 508 Battery Harper, F. F. G. & Co | 497 Washington Heise, Chas. Ed. & Co | 8.610 Battery Mattoon & Dangladn | 508 Battery Maybew, H. B. & Co | 424 Battery Swayne, Hoyt & Co | 426 Battery Swayne, Hoyt

BROKERS-STOCK, BOND & GRAIN.

BROKERS-SHIP.

Beveridge, Horatio.......220 California

BROKERS-TICKET.

BUILDING AND LOAN ASSOCIATIONS. Heywood Bros. & Wakefield Co....651 Mission

BUTCHERS.

Baccus, R. T. ... S.W. cor. O'Farreil & Mason
Bayle, Lacoste & Co. ... 534 Clay
Clayburgh & George ... 338 Kearny
Craighead & Co. ... 1018 Valencia
Decourtleux. A ... 523 Merchant
Flageollet, Henry C. ... 883 Valencia
Hofmann & Woenne ... 735 Market
Katz, F. & Sons ... California Market
Katz, F. & Sons ... California Market
Katz, F. & Sons ... California Market
Katz, F. & Sons ... 1206 Kearny
Polly, Heilbron & Co. ... 236 Sinth
Taafie, Wmf. & Co. ... 1337, 15th Ave, South

DUTCHERS' SUPPLIES.

DUTCHERS SUPPLIES.

CARPENTERS AND BUILDERS.

 Cordes, W. F.
 Emporion

 Gullixson Bros.
 .955 Market

 Schlueter & Vulberg.
 .217 Sutter

 Sperling & Stolzenwald.
 .2010 Mieslon

 Walter, D. N. & E. & Co.
 .529 Market

CARPET CLEANING WORKS.

CARRINGE COMPANIES.

United Carriage Co......Palace Hotel CARRIAGE AND BUGGY, MANUFACTURERS.

CASH REGISTERS.

CHEMICAL WORKS.	Lichtenberg, William215 Sansome Loalza, W. & Co	Marcuse, M. & Co	Sterling Furniture Co
California Chemical WorksSan Bruno Road and 27th	LIWEY W G & CO	Moran, J. M. & Co	Wilson Bros
Western Chemical Co	Macpherson, A. M	Murphy, Grant & CoSansome & Bush Muser, Otto	FURS.
CHEMISTS.	McLeod, Daniel & Co 221 Front	Newman & Levinson129 Kearny	Borwin & Gassper110 Kearny
Curtle, J. M. & Son	Montesleyra & Co230 California	O'Dwyar & Co62 TBIFG	Hoenich, Albert
CHIMNEY PIPE.	Nardini, A. & Co	Priester, Joseph	Kocour, Ad
Clawson, L. E. & Co	Phillips, M. & Co202 Market	Rosenthal, S. & Co	
CHINA DECORATORS. Perley & Culp115 Post	Prime W C & Co	Somuela Laca House Co., The D 235 Sutter	Fuse Manufacturens.
CHOCOLATE MANUFACTURERS.	Schwartz Bros	Schmidt, Ben J, & Co	
Ghirardelli, D. Co	who are a state of the state of	Silverman, J	GAS FIXTURES.
CHRONOMETERS AND NAUTICAL	Couchern Pacific M. Co		California Cas Fixture Co330 Post Day, Thes. Co
INSTRUMENTS.	Stevens Callaway & Co220 California	Weinstock Lubin & Co Market & Taylor	GAS ENGINES AND SCALES.
Pascoe, J. C	Tilden, H. N. & Co	Willard, Leon & Co508 Market	Fairbanks, Morse & Co
CIGAR AND TOBACCO DEALERS.	Welch & Co	DYEING AND CLEANING.	Union Gas Engine Co244 First
Aubin, Aug. H	Wheeton Brenn & Co	F. Thomas Dyeing & Cleaning Works. The	GAS GOVERNORS.
		Snow John F. & Co., Dyeing & Cleaning	Universal-Pacific Gas Governor Co
Carter, Dan P	Wolf & Sous	Works	
Gunst, M. A. & Co	Vanue Carlos C 122 Davis	EDUCATIONAL INSTITUTIONS. California Business College305 Larkin	GAS REGULATORS.
Budoll H L & CO		Hoold's Rusiness College	Gas Consumers' Association344 Post
Lane & Connelly	Bernheim & BlumPolk & Sutter	S. F. Business College1236 Market	GENERAL MERCHANDISE.
Lewis, Wm. & Co	Gruenhagen & Co 20 Kearny	ELECTRICAL AND MECHANICAL ENGINEERING.	GLASS MANUFACTURERS.
		Doble Co., Abner Fremont and Howard	
Ordenstein, Max 322 Battery Plagemann, H. & Co. 314 Sansome	Hromada, Adolph	Electrical Engineering Co509 Howard	San Francisco & Pacific Glass Works
Rinaldo Bros. & Co	Maakey, Frank	ELECTRICAL AND RAILWAY SUP-	GLOVES.
Schmidt & Bengixen Battery	Rothschild & Ehrenbiort So Main	PLIES.	Limousin, C
Williard Bros	Strohmeler, W. A. & Co	Brooks-Follis Elec. Corp627 Mission	Moss, Geo. A
CIGARETTE MANUFACTURERS.	Townsend, W. S	Electric, Railway & Manufacturera' Sup- ply Co	Steinberger & Kalisher230 Sutter
John Bollman Co., The	COOPERS.	ply Co	GLLE MANUFACTURERS.
CIRCULAR DISTRIBUTORS.	Herbert & Vogel. N.E. cor. Broadway & Front	Summerhayes, W. R	California Glue Works106 Pine
Well, W. M. Co106 Pine	CORDAGE MANUFACTURERS. Tubbs Cordage Co	ELECTRO-PLATERS.	GRANITE AND MARBLE DEALERS.
* CLEANSING COMPOUND.		Golden West Plating Works	Back, F. J
Utica Cleansing Compound Co21 Spear	COTTON GOODS. California Cotton Mills Co310 California		
CLOAK AND SUIT HOUSES.	CRACKER MANUFACTURERS.	ELEVATOR MANUFACTURERS.	GROCERS.
Callleau, Armand	American Biscut Co. Broadway and Battery	Hall, C. 1. & Co	Bibo, Newman & Ikenherg
Davidson, D. M. & Co	Macdonald, J. G	EMBROIDERIES AND LACES.	Claussen, C
Volly & Liches		Levy, Jules & Bro 5 Sansome	DeWitt, M. & Co221 Third
Messager, E	Merchants' Credit Assn. of Cal 2 California	ENGINEERS-ELECTRICAL.	Enrman, M. & Co
CLOTHING DEALERS.	CROCKERY AND GLASSWARE.	Wasa, D. D34 East	Graham John F. Precita Av. and Alabama St.
Benedict & Turner		ENGINEERS-HYDRAULIC AND	Granucci Bros
		MECHANICAL.	Hartter, Hayes & Co
Olidea, J. J		Cobb & Hesselmeyer126 Kearny	Hollmann, Henry2805 Mission
Hirach, L. & Co	Winders H () kourth and Mission	ENGINEERS' SUPPLIES.	Irvine Bros. 1302 Polk Johnson Bros. 1843 Polk
7-molt (1 .530 Kearny	CUTLERY.	Canadall Packing Co31 Main	Keefe, D. F23d and Harrison
Mandal Pursch & Wiener125 Sansome	Heiliwell, R	Pickthall, M. & Co	Lennon John A
Merle, L. V	DOORS AND WINDOWS.	Winans, J. C151 Fremont	Meyer, A. & Co
Prager, A. J. & Sons	Kittledge, 2, 11, a continu	ESSENTIAL OILS.	O'Connor Bros. 121 Ninth Rathjen Bros. 39 Stockton
Roos Bros	Avers & Co205 Front	Boldemann, A. C. & Co313 Front	Ring Bros19th & Castro
Summerfield & Roman Fifth and Market	Bocarde, J. B. Drayage Co22 Drumm	ENPORTERS AND IMPORTERS.	Smith's Cash Store
COAL DEALERS. Allen, Chas. R	Farnaworth & Ruggles 100 California	Abrisqueta de Luis1 Union Sq., N. Y. City	Stunker & Enters O Dearten
Brooks, Peytou 11	' ()verland Freight Transfer Co 3th & Files	1	
Cornwall, P. B	Raubinger Bros305 Sacramento	Western Expanded Metal & Firs Proof-	Tillmann & Bendel327 Battery West, Elliott & Oordon31 Sixth
McMann, WmS.W. cor. Polk & Washington Middleton, John	Splegel Dray Co., The L Washington	ing Co	GUNS AND AMMENITION.
Morton Thomas	Strauss, K	FIREWORKS.	Browning, Bremer820 Kearny
Oregon Coal & Navigation Co	Western Transfer & Storage Co323 From	California Fire Works Co219 Front	
San Francisco & San Joaquin Coal Co.	Anore Edw N 229 Leavenworth	FISH DEALERS.	Shreve & Barber
Safe Deposit Blug		Catania Joseph	HAIR DEALERS.
Stafford, W. G. & Co	Boericke & Runyon	Dryselius & Co93 Cal. Market	Coldstein & Cohn
Wilson, J. C. & Co900 Batter	Clough Frank 400 Ellia	FLORISTS.	Strozynski, Stanislaus24 Oeary
CODFISH DEALERS. Union Fish Co	El Monte Pharmacy	McLellan Bros	
COMMISSION MERCHANTS.	Ferry Drug Co Banket	Slevera & Boland26 Post	Baker & Hamilton
Armshy I M & Co	Fletcher, David M	FORWARDING AGENTS.	Brown, Chae, & Son
Blagi, D. & Co	Gatea, J. R. & Co	Earl, D. W. & Co129 Crocker Blds	Dunham Carrigan & Havoen Co Deals
California Product Co124 Californi	a Langley & Michaela Co First	FLOCK MILES.	Froelich, Christian
Christy & Wise Com. Co327 Sansom Cutter & Moseley302 Californi	a Lengfeld'a Pharmacy202 Stockton	Delling, Parmer Mr. Co Bacramer	Holbrook, Marrill & Stetson235 Market
Dallman I. & Co	y Mack & Co Fremon	Sperry Flour Co	Konn, L. H W. Cor. Folk & Sacramento
DeBernardi, D. & Co	a Owl Drug Co	Stockton Briting Co	Mangrum & Otter, Ioc
Dempater & Sou320 Sansom	t Byan D 3402 Misalog		Marwedel, C. F
Dodge, Sweeney & Co			Montanya, J. De Laboo Battery
Eveleth-Nash Co	a Schmidt, ValS.W. cor. Polk & Jackson Smith E. J	Omey & GoettingCantornia Marke	Monaford, Moses
Field Moreantile Co 12b Calliofill	a. St. Nicholas Pharmacy	FURNITURE-HOUSE AND OFFICE.	Palace Hardware Co
Freitaa, M. T. & Co. 325 From Garcia & Maggini 100 Washington	A	Rateman, William835 Folson	n Taylor, Adams & Fritedaid
Gray & Barbieri	Beckett, F. A. & Co220 Sutter	Breuner, John Co	
Grinbaum, M. S. & Co., Ltd215 From	DRY AND FANCY GOODS HOUSES.	Eastern Outfitting Co	Q Johnson J. Q. & Co
Haight, Fred B	la City of Paris Dry Goods Co The	Friedman M & Co	Lastufka Bros1822 Market
Unakmann 11 & Co400 Day	ts Geary & Stockton	Fuller Deck Co., The O. H 638 Mission	HATTERS.
Hilmer & Bredhon	la Curtin, C	Indianapolis Furniture Co 150 Miseio	D Collins & Co
Hume, R. D. & Co	et Dinkelspiel, L. & Sons		r Herrmann, C. & Co328 Kearny
Ivancovich, J. & Co209 Washingto	on Greenberg & Greenberg	a MBler, J. A	n Hink, Jaenicke & Co
Kittle & Co	Kohlberg, Strauss & Frohman107 Pos	t Plum, Chas. M. & Co	t Lundstrom, K. A
Leist, C. J. & CoSacramento & Dav Levy, S. & Co218 Washingto	Livingaton Bros	Smith, Furulture Co., A. B123 Ell	is Triest & Co

HAY AND GRAIN DEALERS.	LADIES' TAILORS.	MEN'S FURNISHING GOODS.	PACKERS OF DRIED FRUIT,
Angoacher Bros	Flamm, O	Atkine, R. C. & Sone123 Montgomery	Sorosis Fruit Co
Chase, W. W. Co	Lowenthal & Co	Baumel, Fred J	PAINTS AND OILS.
Goss, Chas. Ed	LAMPS.	Berman, O	Bass-Hueter Paint Co
Petera & Cowie	Boesch Lamp Co	Cluett, Peabody & Co Battery	Magner Bros 322 Front
Somers & Co	LAUNDRIES.	Goldatone Bros	PAINTERS AND PAPER HANGERS.
HORSE SHOEING.	Electric Laundry Co	Hart, M	Dwyer, L. J
Odea Martin126 Geary		Lewison, J. L. & Cu	Gercke & Weber717 Larkin
HOTELS.	St. Nicholas Laundry Co3066 Seventeenth U. S. Laundry Association3111 Sixteenth	Schoenfeld, Adolph	Rienecker, Chas
California HotelBush, near Kearny Columial HutelPine & Jones	LAUNDRY MACHINERY.	Webster, Jas. S. & Sons522 Market	St. Den's J & Co. 2. July Stader, C. 3010 Castro Stein, M. 759 Market
Gallagher, John PLangham Hotel Glaze & TrewellaWindsor Hotel	1103 Eddadiy Machinery Commission Manieur	MERCHANT TAILORS.	Swao, J. S
Holm & Saxtorph, Baldwin House30 Ellia Rotel Bella Viata	LAW BOOK PUBLISHERS.	Blise, CharlesClaus Spreckels Bldg Block & Georges	PAPER BOXES.
Occidental Hotel	Bancrnft-Whitney Co438 Montgomery	Borck & Rosenberg	Pacific Fold. P. B. Factory14 Fremont
St. Nicholas	LEAF TORACCO DEALERS.	Lyons, Charles	PAPER AND PAPER RAG MANUFACTURERS.
HOUSEHOLD UTENSILS.	Conradi & Goldberg730 Montgomery Kohlberg & Co526 Washington	Reid, John	Crown Paper Co707 Front
Wieater & Co22 Second	London, H540 Washington	Williams Bros1835 Fillmore	Union Bag & Paper Co415 Clay
ICE DEALERS. Consumers' Ice Co	LEATHER AND LEATHER GOODS DEALERS.	METAL DEALEHS.	PAPER PATTERYS.
Merchanta' Ice & Cold Storage Cn212 Clay Union Ice Co	Bissinger & Co401 Front	Finn, John Metal Works313 Howard New England Novelty & Metal Wka.116 Second	Butterick Publishing Co., Ltd., The210 Pust
INSURANCE.	Frank, S. H. & Co	Pacific Metal Works	PHARMACEUTICAL PREPARATIONS.
Ahpel & Bruckman	Harpham & Jansen	MICROSCOPES AND BIOLOGICAL	Cal formia Fig Syrup Co
Baggs & Stovel	Kullman, Salz & Co	SUPPLIES.	Law, Herbert E
Butler & Haldan	Wagner Leather Co305 Clay	racine miero materiais cosaz monegomery	PHOTOGRAPRERS.
Craig, Hugh	LIGHT AND POWER COMPANIES.	MILK AND CREAM.	Sewell, Daniel
Fireman's Fund Insurance Co401 California	Equitable Gas Light Co Carnornia	Jersey Farm Co	PHOTO ENGRAVERS.
Fidelity & Casualty CoMutual Life Bldg Fidelity & Deposit Co. of Maryland	LIME AND CEMENT.	S. F. Cream Depot	Bolton & Strong
Forhea, A. B. & SunMutual Life Bldg Orant, Geo. F	Cowell, Henry & Co211 Drumm	MILLINERY.	Sunset Photo & Engraving Co
Gutte & Frank	LITHOGRAPHERS. California Lithograph Co	Coughlan, Jas	PROTOGRAPHIC SUPPLIES.
Ins. Co. of North America412 California Landers, William J205 Sansome	Bosoni Printing & Engraving Co 522 Clay	Mueller, Anna Catherine	Bacon, Wm. O
Laton, Chas. A	Mutual Label & Litho Co23 Main	Muller & Raas Co	
The		Toplitz, R. L. & Co545 Market	Fisher Packing Co509 Commercial
Milwaukee Mechanics' lns. Co. 410 California Nathan & Kingston	Kelly, Thos. & Sons	MILLWHIGHTS.	Loeffler, Joho
New York Life Ins. CoMills Bldg New Zealand Ins. Co312 California Norwich, Union Fire Ins. Society, 314 California	McCord, Alex & Co221 Ellis	Dibert Bros. Mfg. Co225 Mfssion	PLANING MULLS.
Pacific Mutual Life Ins. Co. of California	LOAN OFFICES. Oppenheim, J. S	MINERAL WATERS.	Hansen, A
Pacific Surety CoSafe Deposit Bidg Parker, Chas. M. T214 Pine Patterson, Geo. W. H. & Co1706 Market	Oppenneim, J. S	Eggera, Chas & Co	Young, James2535 Sutter
Phoenix Mutual Life Ina. Co	Albion Lumber Co Fifth & Hooner	Peoples-Mineral-Hygiene Co642 Howard	PLOTBERS.
Potter, Edward E322 Montgomery	Blyth & TrottSpear & Mission Caspar Lumber Co20 California	MINERS' AND ASSAVERS' SUPPLIES.	Forsyth, W. C
Shields, A. M	Doe, Chas. F. & Co	Taylor, John & Co53 First	Murray Bros
Transatlantic Fire Inc. Co213 Sancome Turner, Gen. W315 Safe Deposit Bldg Voss, Cnnrad & Co204 Sansome	Heywood, Franklin18 California	MINING COMPANIES.	Wilson, W. F
Waller, L. P. F	Hibn, F. A. CoSanta Cruz Hooper, C. A. & Co204 Front	Alaska Treadwell Gold Mining Co., Mills Bldg Bourn, W. B	
IRON WORKS.	Jones, Richard C. & Co	Bouvier, Alfred324 Pine	Armour Packing Co
California Iron Yard640 Second	Pope & Talbot	MISCELLANEOUS FIRMS. Buckman, A. E	Buttgenhach, Joseph
Morton & Hedley	Scott & Van Arsdale L. Co5th & Brannan S. F. Lumber CoThird & Berry	MUNICIPAL ENGINEERS.	Roth, Blum & Co
JAPANESE CURIOS.	Simpson Lumber Co	Ridley, A. E. Brooke598-99 Parrott Bldg	Wilfert Bros
Deardorf, Frank	Union Lumber CoSixth & Channel Wigmore, Juhn & Sons Co147 Spear	MUSH MANUFACTURERS.	POULTRY AND DAIRY PRODUCE.
JAPANESE AND AMERICAN SILKS.	MACARONI MANUFACTURERS.	Rohhina, H. R12 Halleck	Fodera, A
Brett, J. & Co537 Market	California Italian Paste Co407 Jackson	MUSICAL INSTRUMENT DEALERS.	POWDER WORKS.
JAPANESE AND CHINESE SILKS.	MACHINERY AND ENGINEERS	Curtaz, Benj. & Son	The California Powder Works330 Market
Hart, B		Hockett Bros & Co	PRESS CLIPPINGS.
JEWELERS.	California Tool Works	Mauvals, The Zeno Music Co769 Market Mauzy, Byron	Allen's Press Clipping Bureau510 Mont'y PRINTERS.
Baldwin Jewelry Co844 Market Brittaio & Co22 Oeary	Evans, C. H. & Co	Sherman, Clay & Co	Commercial Publishing Co3; California
California Jewelry Co	Hall, Robert	MUSTARD MANUFACTURERS. Burr, C. C. & Co	Cubery & Co
Greenzweig, George & Co205 Kearny Hall, A. I. & Son643 Market	Meese & Gottfried Co	NECKWEAR MANUFACTURERS.	Fastman Wrank & Co Sin Clay
Hammersmith & Field35 Kearny Judis, Alphunee4 Chronicle Bldg	Pacific Tool & Supply Co	Heigeman, H. M	Freygang-Leary Co. 113 Davis Hughes, Edward C. 511 Sansome Janssen Printing & Binding C. 23 Stevenson
London Diamond Cn35 New Montgomery Luodberg & Lee232 Post	Raiston Iron Works	ous.	Munk, R. S5 Mission Murdock, C. A. & Co. 532 Clay
Phelpa & Adams	The Compressed Air Machinery Co11 First Union Gas Engine Co 244 First	Arctic Oil Works30 California	Mysell-Rollins Co., The
Schusaler, M. & Co	Union Iron Works222 Market	Lennard & Ellis	Roberts, John W220 Sutter
Schwartze, K. G	MANUFACTURERS' AGENTS. Eberhard Co., The Geo. F12 Drumm	Weed, F. F., Sec'y Lion Oil Co927 Market	Roesch, Louis, Co
Sorenaen, James A	Hughson & Merton	OPTICIANS. Berteling Optical Co	Sterett Prioting Co
JEWELERS' SUPPLIES.	Pacific Coast Manufacturers' Agency	California Optical Co317 Kearny Chipo-Beretta Optical Co32 Grant Av.	Woodward, W. A. & Co
Armer & Weinshenk207 Sutter	Prindle & Miller	Hirsch & Kalser 7 Kearny Kahn, H. & Co 642 Market	Reed & Goodman
KNITTED GOODS. Pfister, J. J. Knitting Co	Watson, W. SFlood Bidg.	OYSTER DEALERS.	PROPERTY OWNERS.
LADIES' FURNISHING GOODS.	MATCH MANUFACTURERS. Metropolitan Match Co	Darbee & Immel30 Union Sq. Market Morgan Oyster Co., Tha	Andros, Milton
Davie, Schonwasser & Co	MATTRESSES AND UPHOLSTERY.		Flood, James L
Magnin, I. & Co		PACKERS OF CANNED SALMON. Alaska Packers' Association308 Market	Hewes, D
,	3 -2-3,		

Law, Hartland2304 Van Ness Ave Mackay, John W	SEEDS AND GRAIN.	STOVE AND IRON FOUNDRIES.	Maass, H. F
Martel, J. LMountain View, Cal Marye, Geo. T., Jr234 Montgomery	150	Steiger & Kerr350 Main STOVES AND RANGES.	United Undertakers' Association27 Fifth Valente, Marini & Co1524 Stockton
Rodgers, Arthur	SEEDS AND PRODUCE.	Schleck, John C	UNIFORMS AND REGALIA.
PUMPING MACHINERY.	Volkman, Chse. M. & Co403 Front	SUGAR. Hawaiian Com. Sugar Co421 Market	Pasquale, B. & SonsSutter & Grant Ave Pettibone Bros. Mfg. Co., Ths
Dow, Geo. E. Pumping Engine Co149 Firet	SEWER PIPE AND TEBRA COTTA.	SURGICAL INSTRUMENTS.	UPHOLSTERS.
RARBITRIES.	Clark, N. & Sons	Folkers, J. H. A. & Bro	
Bentham, W. C1832 Market	Steiger Terra Cotta & Pottery Works	Hopps & Robinson404 Sutter	VINEGAR MANUFACTURERS.
REAL ESTATE DEALERS. Ashton & Oardiner411 Montgomery	SEWING MACHINES.	SURVEYING INSTRUMENTS.	Consumers' Y. & V. Works404 Battery
Baldwin & Howell	Evans, J. W	Lietx, A. Co422 Sscramento	WAGON & CARRIAGE MATERIALS.
Baldwin, O. D. & Son22 Montgomery Bresse, G. L. & Co412 Pine	White Sewing Machine Co300 Post Willeax & Gibba Sewing Machine Co334 Post	SYRUPS. Long Syrup Refining CoEighth & Brannan	Holt Bros. Co30 Msin
Buckingham, A. E	SHEET IRON AND PIPES.	Pacific Coast Syrup Co713 Sansoms	WALL PAPER AND MOLDINGS.
Center & Spader	Smith, Francis & Co46 Fremont		Clark, G. W. & Co
Davis, Alfred E	SHIP BUILDERS.	WOOLENS. Baumgarten, J. & Co Montgomery	Uhl Bros
Giselman, William, Trustee, 120 Phelan Bldg	Hay & Wright	Byrne, Jos. & Co	WAREHOUSES.
Heyman, Jacob & Son117 Sutter	SHIP CHANDLERS.	Gallagher, P. H. & Co	Grangers' Business Association 309 California
Hihn, F. A. Co	Feard, L	Stein, Simon & CoSecond & Market	Haslett Warehouse Co., The206 California Lemman BrosTowneed & Japan Searle Warehouse Co., Charles41 First
Madiaca & Burke	SHIPPING AND COMMISSION.	TAILOR TO TRADE. Hilp, Henry102 Battery	
Manaing, H. S	Chapman, W. B	TANNERS.	WELL BORERS.
Oliver, B. P	Delus & Co	Eagle Tannery	WINES AND LIQUORS.
Rich, A. J. & Co	Johnson-Locke Mercantile Co204 Front Knudsen, C. N. & Co122 Davis	Legallet-Hellwig Tanning Co401 Front Norton Tanning Co312 Clay Struven & Birgle1509 San Bruno Ave	Adams, Chas. L212 Eddy
Shainwald, Buckbes & Co210 Montgomery Smith, Julien	Lund, Henry & Co214 California Marcus, Geo. & Co232 California	TANNING EXTRACTS.	Braunschweiger & Co
Straasburger, I. & Co340 Pine Umbsen, G. H. & Co14 Montgomery Von Rhein Real Estate Co., Inc.,513 California	Mitsul & Co415 Safe Deposit Bldg McNear, G. W326 California	California Tanning Extract Co218 California	Buneman, H
RECREATION GROUNDS.	Meyer, Wilson & Co	TEAS, COFFEES AND SPICES.	Chaix & Bernard
Herman, RHarbor View Park	Parrott & Co	Brandenstein, M. J. & Co118 Market Burmeater, Henry W1143 Market	Chevalier, F. & Co
REFINERS.	Pinet, J. & Co	Castle BrosDavis & Sacramento Caswell, Geo. W. & Co	Elaen Vineyard Co
Selby Smeltlag & Lead Wks416 Montgomery REGISTERS.	Spreckels, J. D. Bros, & Co	Columbia Coffee & Spice Co112 Front Folger, J. A. & Co104 California	Gundlach-Bundschu Wins Co., The
Autographic Register Co523 Market	SHIPSMPPHS.	Hills Bros128 Market	Hildebrandt, Pesner & Co
RESTAURANTS.	Chrestoffersen & Tway420 Beale	Hollman, Henry	Hataling, A. P. & Co
Bay State Restaurant 29 Stockton Bergez, John	Phelps, W. S. & Co15 Drumm	Jones-Paddock Co	Jones, Mundy & Co. 120 Front Kellogg, C. W. Co. 404 Sansome Korbel, F. & Bros. 723 Bryant
Christesen, M. A. C	SHIRT MANUFACTURERS. Ide Geo. P. & Co	Thierbach, Chea. F. & Co305 Battery Tyler, S. H. & Son310 Froat	Korbel, F. & Bros
Collina & Wheeland	Lautermilch, The L. Shirt Mfg. Co328 Bush	TELEPHONE AND TELEGRAPH	Lubben, John
Detjen & Mengel	SILK MANUFACTURERS. Carlson-Currier Co	COMPANIES.	Msan, C. M., suc. to I. de Turk.216 Sacramento
Gutzeit & Malfanti	Nenotuck Silk Co535 Market	Pacific States Telephone and Telegraph Co., The	Martin, E. & Co
Kennedy, J. Graeff & Co229 Geary Larsen, C. G	SMOKERS' ARTICLES. Heininger, C. P. & Co	Weihe, E. F., Supt. Am. Dist. Telegraph Cu	Meinecka, Chas. & Co314 Sacramento Meyerfeld, Mitchell & Co116 Front
Krone, F. W		TENTS AND AWNINGS. Ames & Harris, Inc	Moore, Hunt Co., The Jesse
Page & Falch	Fischbeek & Glootz307- Sacramento	Neville & Co31 California	Naber, Alfa & Brune323 Market Napa and Sonoma Wine Co116 Ellis
Pouchan & Schlatter	Lille, CharlesN.W. cor. Bay & Webster Newell & Bro	THEATRES.	Pika, B. D. & Co. 213 Battery Rosenblatt Co., The. 113 Pins Rothenberg, S. B. & Co. 117 Battery
Schwarz & BethO'Fsrrell & Market Swain, Frank A213 Sutter	SODA WATER APPARATUS.	Relasco, Fred	Royal Eagle Distilleries Co Market
Techau, R. J		Friedlander, S. H. & CoCalifornia Thestre Walter Orpheum Co	Samuel Bros. & Co
Young, H. H228 Kearny	SODA WATER MANUFACTURERS. Belfast Ginger Ale CoUnion & Octavia	TINNERS' & PLUMBERS' SUPPLIES.	Seegelken & Buckner
RUBBER GOODS.	SPICES AND FLAVORING ENTRACTS.	Tay, Geo. H. Co	Shea, Bocqueraz & Co
Bost, Wov. Hose & Rubber Co14 Frement	Rieger, Paul & Co	TITLE INSURANCE.	Spruance-Stanley Co
Goodyear Rubber Co	STAMP DEALERS.		Taussig, Louis & Co
Morgan & Wright	Makins & Co		Van Bergen, N. & Co
SAFES.	STARCH MANUFACTURERS.	S. F. Towel Co., The56 Sacramento	Wilmerding-Loewe Co
	Everding, J. & Co48 Clay	TRANSFER COMPANIES. Morton Special Delivery Co408 Taylor	WIRE AND WIRE ROPE.
Parcella, C. B215 California	STATIONERS AND PAPER DEALERS. Blake, Moffitt & Towne	Pacific Transfer Co	Rosping e, John M. Sons Co
SALT DEALERS. Barton, B. F. & Co212 Sacramento	Bonestell & Co	River Express Co	WOOD DEALERS.
SAW WORKS.	Dodge Stationery Co	TRUNKS.	Beader Bros
California Saw Worka210 Missien	Zellerbach, A. & Sons		Iverson Trading Co., The N
Simonda Saw Co		TRUSSES AND ELECTRIC BELTS.	WOOD AND IVORY TURNING. S. F. Turping and Planing Mill. 190 Stevenson
SCHOOL AND KINDERGARTEN SUPPLIES.	McCarty, Louis P2524 Clay	Pacific Electric Belt & Truss Co1176 Market	WOOD MANTEL MANUFACTURERS.
Brsdley, Milton Co122 McAllister	COMPANIES,	TURKISH BATHS.	Bush & Mallett Co328 Post
SCOTCH TWEEDS.	Fugazi, J. F. & Co 5 Montgomery Ave International Nav. Co30 Montgomery	Lindstrom & Johnson	WOOD AND WILLOW WARE.
Craig Bros	Occidental & Oriental Steamship Co	material and a Nil Children	Unna, Harry Co., The113 Battery
OF COAL	Pacific Coast Steamship Co	Alexander, L. & M. & Co110 Montgomery	Ballard & Hall
Excelsion Coal & Screening Co Spear	Peterson James P	Bannan's Typewriter Exchange307 Montg'y Bornemann, Gco. C. & Co117 Sutter	Koshland S & Co
SEARCHERS OF RECORDS. Simpson & Millar	STEVEDORES.	Standard Typewriter Ex207 Montgomery United Typewriter & Supply Co327 Montg'y Wyckoff, Scamans & Benedict.211 Montgomery	San Francisco Wool Sorting & Scouring
SECY. ACADEMY OF SCHENCES.	Eschen & Minor		Wollner, JacohFifth & Bluxome WOOLEN MANUFACTURERS.
Rixford, G. PAcademy of Sciences Bldg	Mongles Stowart & Co 514 Bottory	Godeau, J. S	Golden Gata Woolen Mfg. Co535 Market
SEC'Y MERCHANTS' ASSOCIATION.	STORE AND OFFICE FIXTURES.	G. Gate Undertaking Co	WRECKERS.
Freud, J. Rich'd	Simmen, John948 Phslan Bldg	Halsted & Co946 Mission	Whitelaw Wreeking Co216 Spear
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Vol. 5.

SAN FRANCISCO, CAL., NOVEMBER, 1900.

OUR CITY'S WELFARE IN PERIL.

Appeal to the Citizens of San Francisco to Vote against the Pool=Selling Ordinance at the Election Tuesday, November 6, 1900.

The proposed ordinance purporting to license and regulate pool selling in San Francisco has been placed at the very end of the official ballot in the following form:

For an ordinance of the City and County of San Francisco licensing and regulating the business of pool selling therein on contests between men...

Against an ordinance of the City and County of San Francisco licensing and regulating the business of pool selling therein on contests between men...

MARK A GROSS [X] ON YOUR BALLOT AS ABOVE.

There is no beading or head-line to indicate or draw attention to the proposed ordinance long the proposed ordinance in the general ballot. At the top of the column the following completions heading appears in bold type:

CONSTITUTIONAL AMENDMENTS.

Directly over the proposed ordinance the following sub-heading and words appear:

A Directly over the proposed ordinance the following sub-heading and words appear:

To any one at I familiar with the many evils resulting from pool selling, it is no exaggeration to declare that the adoption of this proposed ordinance and ordinance and ordinance and ordinance and ordinance and ordinance are the substituted for those of the borses. In fact, the peculiar language and the ordinance legalize nearly all sorts of gambling, but it will repeal nearly every existing ordinance legalize nearly all sorts of gambling, but it will repeal nearly every existing ordinance legalize nearly all sorts of gambling, but it will repeal nearly every existing ordinance legalize nearly all sorts of gambling, but it will repeal nearly every existing ordinance in conditions the nearly ordinance and affording pool selling the nearly every existing ordinance in conditions the nearly ordinance and appears or the declare that the nearly every existing ordinance is more than an ordinance of the city. It adopted, it becomes almost an amendment to our



Amendment No. 8.	Yes	
Being Senate Constitutional Amendment No. 22, relating to the Judiciary and establish-		
ing Courts of Appeal.	No	

Voters are cautioned that this proposed ordinance is neither a "Constitutional Amendment" nor "Amendment No. 8." There is absolutely no relation or connection between them. A cross placed in either of the squares opposite "Amendment No. 8" will have no effect on the proposed ordinance. There are two blank squares at the right of the proposed ordinance. To vote against the pool-selling ordinance it is necessary to stamp a cross [X] in the lower square. The very last blank space upon the ballot is the correct place to stamp the cross. Make no mistake or your vote is lost. Failure to vote is practically a vote for the ordinance.

AN OBSCURE AND EVASIVE MEASURE.

The title of this proposed ordinance, as also used in the official ballot, states that it is for "licensing and regulating the business of pool selling on contests between men." These words are designed to confuse and mislead the voter. The real purpose of the measure is to introduce and establish by law the gambling practice of pool selling. It seeks to inaugurate by the legal initiative of the people the very obnoxious practice that it proposes to license and regulate. There are no ordinances in San Francisco permitting pool selling upon such contests on the contrary, ordinances exist forbidding this unlawful mode of gambling. Let it, therefore, be clearly understood that the adoption of this proposed ordinance will legally create as well as protect within this city and county the depraved practice of pool selling with all its attendant evils and vices.

A FAR-REACHING ORDINANCE.

The words "contests between men," as used in this proposed ordinance, will not alone legalize pool selling upon prize fights, but, in the opinion of leading

To any one at all familiar with the many evils resulting from pool selling, it is no exaggeration to declare that the adoption of this proposed ordinance would be a dreadful calamity to the welfare of San Francisco. This vicious species of public gambling allures our youth from the honored paths of thrift and industry. Its unfortunate victims will be numbered by the thousands. Through its insidious temptations, clerks, artisans and mechanics are demoralized and ruined. Once let the loose practice of gambling be sanctified by law, and the avenues of moral turpitude are thrown wide open. Defalcations, depravity and disgrace blast the human wrecks left in its course. The appalling history of communities stricken with the blight of public gambling shoold be ample warning to our citizens to save our beloved city from such a wretched fate.

DUTY OF EVERY CITIZEN.

Your vote next Tuesday may decide the future welfare of San Francisco. A majority of the votes upon this pool-selling ordinance will determine the result. If you fail to vote on this measure, it is equivalent to a vote in its favor. Almost hidden at the extreme corner of the ballot, the pool sellers and their allies hope that the citizens of San Francisco, absorbed in the general contest, will omit or forget to vote on their cherished ordinance.

APPEAL TO ALL VOTERS.

We, therefore, appeal to every voter having the welfare of our city at heart, to register a positive vote on next Tuesday against this demoralizing ordinance. Place an indellible cross in the very last blank square on the ballot, opposite to "against an ordinance." Let this be your foremost duty on the day of election, and appeal to your friends and employees to do the same. It is said that the treasury of San Francisco will receive one thousand dollars a year for each poolselling concern. The people of San Francisco could better afford to pay a million dollars a year to be saved from the hlighting effects of this pernicious measure. The gamblers and their dependents are united. Let the vast balance of our citizens present an undivided front. Let the parasites, who would prey upon the industry of this metropolis, realize on next Tuesday that they have encountered an insurmountable barrier in the determined manhood of the citizens of San Francisco.

PAYMENT OF DUTY CHARGES BY BANK CERTIFICATES INSTEAD OF CASH.

The custom prevails among merchants in New York to pay duty charges with special bank certificates instead of being obliged to carry the coin to the Custom House. Appreciating the convenience and advantage of such a method of transacting business with the Custom House, our Board of Directors decided to secure detailed information so as to have this privilege extended to San Francisco by the Treasury Department of the United

The Merchanta' Association of New York has kindly furnished us with the following account of the general manner in which this method is conducted in New York City, together with an explanation of the Deputy Assistant Treasurer in charge Sub-Treasury at New York of the various forms used in carrying out the transaction:

METHOD OF PROCEDURE.

MERCHANTS' ASSOCIATION OF NEW YORK, NEW YORK, N. Y.

Any bank in this city which is a member of the Clearing House may make a deposit at the Sub-Treasury, at its opening in the morning, of such sum as it deems hest, for which it receives from the Sub-Treasury a certificate of deposit, in duplicate, covering the amount. This certificate shows that the amount deposited is to be applied in payment of Customs duties. One of the certificates is retained by the bank, the other being immediately sent by it to the Collector of the Port.

Any client of that bank who has occasion to make a payment on account of duties during the day can go to the bank and obtain from it a certificate directed to the Collector of the Port for the sum which he has to pay. The client takes the certificate to the Collector, who receives the same as so much cash.

At the end of the day the Collector sends all these cortificates, together with a summary thereof, to the Sub-Treasury, with the request that the balance of the sum total deposited by the hanks be distributed. Thereupon, the Sub-Treasury returns to each bank, generally through the Clearing House, a check for such balance as remains after deducting the Customs duties paid during the day. In this way each day's transactions are completed that day. The same process is repeated day after day.

SPECIAL CUSTOMS DEPOSITS.

OFFICE OF ASSISTANT TREASURER, U. S., NEW YORK, N. Y.

The method employed in this city to enable importers to liquidate duties at the Custom House without carrying the very large sums involved (averaging \$500,000 daily), through the streets in cash, is as follows:

Any bank member of the Clearing-House Association niny deposit with the Assistant Treasurer each day such ac amount (in round thousands of dollars) as it anticipates may be required by its importing customers, for which the Assistant Treasurer issues, in duplicate, a voucher (form A); the original is taken by the bank to the Collector's Cashier, and thus a credit is established against which the bank may, during the day, issue transfers (form B) to its customers for the exact amount of duty payable, which the Collector receives for duties, keeping a running account with each bank on a slip (form C) and in a blotter. At the end of the day the Collector totals the slips and recapitulates the totals (on form D), endorses (by stamp) each of the transfer checks, and issues a transfer request (form E) to the Assistant Treasurer. The checks are recognized by the latter officer as eash from the Collector (in addition to his eash receipts); for the unused balance due each bank at the close of business daily, a check is issued by the Assistant Treasurer (form F), so that each day's operations are closed at the end of the day. These checks, with the bank's transfer checks, are returned to the banks in such manner as is most convenient; the greater part are transmitted through the Clearing-House, merely, of course, as a convenient channel, the following morning. These return checks are always redeposited for account of these customs payments. They are not nego-

A considerable amount of customs duties continues to be paid in cash each day, say 5 to 10 per cent; some of the banks do not avail themselves of the privilege. Banks frequently make second and even third deposits, in the course of the day, when the demand is greater than they anticipated. The Collector must, of course, see that the credit is not overdrawn.

The account is designated by the Treasury as the "Special Customs Deposit," and the Sub-Treasury in its reports to Washington carries the nunsed balance daily, for which checks are out, as a current liability. The Treasury Department recognizes the balance so due at the end of each day to National Banks as a proper item to be counted as a part of their reserves.

The transfer checks are regarded by the Collector as cash, and are held to be as good as cash in the hands of anyone, for the purpose of paying duties on imports only.

(A) Deputy Assistant Treasurer. 8..... (A) OFFICE OF THE ASSISTANT TREASURER, U. S. New York......190... 8..... Deputy Assistant Tressurer. No. Countersigned. Cushier. Deposits 8..... Used Balance

Deposits. Total..... OFFICE OF THE COLLECTOR OF CUSTOMS, Port of New York.

dollers. Countersigned.

Street Improvements in September.

REPORT OF THE BOARD OF PUBLIC WORKS.

No subject is of more interest to citizens in general than As surject is of more interest to citizens in general man the one of public improvements. The question is often asked, "What is being done to improve our streets and sewers?" Everyone is aware that our streets and sewers are in a bad condition. On account of the nature of the work in a bad condition. On account of the nature of the work and because it is scattered over such a large area, few citizens are aware of what is beling done in this direction. For the information of our members and citizens generally, we furnish the following report of work performed by the Board of Public Works during the month of September. This refers only to street work and does not include building inspection or surveys made.

Most of the work here specified consists of repairs of a more or less preent character. Very little permanent improvements are shown. We hope that in the future reports of the work performed upon the street, it will be our pleasure to note more improvements of a permonent character.

REPAIRING BASALT AND CORBLE DIA

		THE PERSON IN THE PARTY OF	B.O.
Street		Street	sy. feet
Jackson	1.187	Beule	
Montgomery	590	Fremont	4 420
Commercial	405	Main	4.744
First	4 817	Davis	9,314
Clay	289	Tehama	27
Bash	126	Pacific	52
Minnu	745	Spear	
Clementinn	1 774	Spear	4,480
Second	87	Stevenson	60
Greenwich	365	Drumm	2,708
Lewis	30	Perry	
Sacramento	1.078	Devisadero	50
Twelfth	94	Dupont	337
California	40	Geary	
Ever Place	90	Polk	1,394
Powell	175	Broadway	200
Post		Franklio	125
Harriett	55	Harrison	70
Pine	10	Hayea	125
m		1	

Total area repaired to September.......27,819 sq. feet

CONTRACTS LET FOR REPAYING.

Main St., Mission to Howard, Basult on Concrete. Fourth St...... " " Sand asphalted joints.

SEWERS DEPAIRED.

Clementina, Eighth to Ninth; cor Central Ave. and Grove; cor. Leavenworth and Jackson; cer. Muson and O'Farrell; Shipley near Fourth: Stevenson near Herman; Post, Grand Ave. and Stockton; Clay, Stockton and Powell: Dore, Polsom and Harrison; Sacramento, Davis and Froot; Trent Ave. 24th and 25th; Post, Polk and Vau Ness; crossing Post and Dapont; Oncodago Avo., Islais and Mission; Clay, Polk and Larkin; crossing Foarth and Brandan; Jessie, Mint Ave., west; Harrison Ave., Folsom and Harrison; Chesley, near Harrison, Post, Franklin to Gough; Leidesdorff, Culifornia and Sacramento; Lagunn, Union and Filbert; Franklin, Filbert and Union; southerly line Clay and Dupont; First, Market and Mission, Main, Mission, and Market; cor Tayk and Gough; Grossing Masonie and Central Ave.; crossing Post and Gough; Grossing Hayes and Buchanan; Pine near Market; Harrison, Third and Fourth; cor. Fell and Haker; Brunnan above Fifth; Buchanan, Filbert and Union.

1967 feet of sewer trenching dug.

Number of lineal feet cleaned
Number of cubic yards dirt removed 506
CESSPOOLS CLEANED.
Protrere Avenue from Twentieth to Twenty-fourth.
Bryant Tweaty-sixth to Alameda
Harrison " Twenty-sixth to Fremont.
Folsom " Twenty-sixth to Stennet
Roward " Twenty-sixth to East.
Mission " Twenty-sixth to East.
Market " Eleventh to Foarth.
Van Ness Avenue " Ash Avenue to Lombard.
Union " Franklin to Baker

Union Frankin to baker. Greenwich and Baker. Number of cesspools cleaned 653 Number of cubic yards dirt removed 739 SEWERS FLUSHED.

EXCAVATION AT FIRST AND BRYANT STREETS.

POINT LOBON AVENUE. Sixty loads of rock placed in repairs and roadway sprinkled thirteen days.

STREETS OPENED BY CORPORATIONS,

In the month of September there were 200 openings made in the streets by corporations under the direction of the Board of Public Works.

COMPLAINTS Number of complaints attended to in September 284

DEDRIS AND OBSTRUCTIONS ON STREETS.

136 complaints attended to. 92 obstructions removed.

MISSION ROAD.

The improvement of Mission Road has been commenced.

ABANDONED RAILS HEMOVED.

The Market Street Railway Company has removed abandoned rails from the following streets;

Montgomery Avenue ... from Filbert to Greenwich,
Mason ... Montgomery Avenue to Bay
Bay ... Powell to Taylor,
Braunaa ... Sixth to Eighth.

Municipal Ownership and Management of Public Utilities in San Francisco.

Written for the "Review," By JOHN T. DOYLE, ESQ.

[NOTE.—As the ownership and operation of public utilities by the city is the most important problem confronting the citizens of San Francisco, the columns of the "Review" are open for a full discussion of both sides of the question. Our members and readers will bear in mind that the arguments and statements expressed by contributors are not necessarily the views of our Board of Directors or of the Merchants' Association.—Editor.]

I know of but three public utilities in San Francisco which any one proposes to acquire for the city, viz.: Street Railroads, Electric Light and Gas Works, and Water-works.

STREET RAILROADS.

As to the street railroads, it is rather late to think of becoming the owners of them, after having so recently given away, for many years to come, the franchises on which they are built. If we undertake to buy them back we would have to pay an enormous sum to compensate the stockholders, and millions more to extinguish the bonded debt; an aggregate far beyond what it would cost to duplicate the roads and their rolling stock; and what good would come to the city or its people from the transaction? Cheaper fares perhaps? So far as I can see the present farcs are as low as any in the country, and the service good. There has been talk of early and late trains for working people at half rates. If this is deemed desirable, and I think it is, it can be easily brought about by arrangement with the present company, which would prefer that to a competing road built on two of the narrow streets parallel to Market Street on which electric cars could be run at certain hours up one street and down the other. Such a line communicating with the water front by the lower end of Folsom Street could be constructed at a cost little beyond the price of ties, iron and labor and leased to a company that would pay three per cent on the cost as rent and agree to put on cars running at certain hours for the fare mentioned.

PRESENT MANAGEMENT.

As to management so far as it affects the comfort of passengers I would be much disappointed if any conducted by the city did not present a violent contrast to the present, which, although at times faulty, is in the main good; the ears are clean and comfortable and the conductors generally polite and attentive. If any abuse occurs it is generally promptly redressed on complaint at headquarters. Since I broke my leg I have had to make much use of street cars and to note their operation. A comparatively recent experience was as follows: A west-bound cable car was stopped and an elderly lady, evidently feeble, got in; before she could get to a seat, the careless conductor pulled the bell and the car started forward with a jerk, that threw the old lady prostrate on the floor. She was helped up and seated, fortunately not seriously hurt, though much frightened and agitated. A gentleman in the car took her name and address as well as the names of two or three other passengers, the conductor's number, etc. He wrote a note to the president of the company relating the occurrence and naming the conductor and the witnesses. Prompt enquiry was made and the reckless conductor discharged within twenty-four hours.

If the city is to have any connection with the street railroads it must clearly be limited to the ownership of the soil and the rails and such indirect influence as its municipal rights give it over management. When the present franchises expire all safeguards which experience may suggest can be inserted in the new leases, and they will be, if we have an honest and intelligent Board of Supervisors.

GAS WORKS AND WATER WORKS.

The production of artificial light is a manufacturing business, wherein the producer makes use of the public streets (under ground) for his own benefit and that of his customers; the latter are so numerous and the city itself an important one of them, that there is excellent reason why use of the streets by a private company should be permitted, provided that the public and riparian property holders, are protected against too frequent disturbance and imperfect restoration of the surface. In Dublin whenever it is proposed to break up the pavement at any point the party desiring to do so must first obtain a permit from the board of public works and deposit with them the estimated expense of restoring it after the work is finished. On completion of the work, within the limits of the permit, the street surface is restored to good order by the board of works, which then returns, to the party interested, any portion of his deposit left over after paying the cost. Thus the uniformity of surface and the character of workmanship and responsibility for it are preserved. I am glad to see that the same system has been adopted by the charter of San Francisco. Hitherto the course had been to sidewalk the street first; then to have it planked or cobblestoned or paved in some way; then ordered to be graded, after which came paving. All this usually preceded the laying of gas and water pipes, and after they had invited population the surface was again broken to put in a sewer. My knowledge of two gentlemen of the present board of works satisfies me that this sort of abuse will not be permitted by them. but the street contractor gang are compact, well organized and alert, and constant vigilance alone will prevent it.

As to permitting the city officials to embark it in any business presenting such opportunities for stealing under the disguise of commissions, divisions of profits, etc., in the purchase of coal, lamp posts, pipes, electrical supplies. &c., and the employment of thousands of laborers, skilled and unskilled, as well as the sale of disused material and by-products, by the city it appears to me little short of madness.

WATER WORKS.

The ownership and management of these present many of the same but some different conditions from the other utilities spoken of. For water is a necessity to all, and its presence in the streets under pressure is of infinitely greater value than all its uses combined, for it is the only guaranty against fire. In a great commercial and manufacturing city there must be water in abundance, and even profusion, accessible at all points, and delivered under such pressure that it will leap violently from its container by the mere force of liberty. To effect this, it must be distributed through the city from great reservoirs lying at an elevation sufficient to ensure these results, and must flow from a source sufficiently near at hand to allow

sure to contain in solution annual and vegetable particles which in our long, hot summers is sure, if long confined in pipes without free contact with atmosphere, to become pu rid, and offensive. If anyone doubts this let him ask the officers of the Stanford University for their experience with a twelve inch pipe of only four miles in length.

SPRING VALLEY WATER WORKS.

Now all the practical sources of supply in proximity to the city, as well as the sites for storage and distributing reservoirs, have been acquired by the Spring Valley Company, which has also laid its distribution pipes in all the streets, through which the water is delivered under a pressure of from one to two hundred feet elevation. The company's storage reservoirs can hold a supply against three successive dry winters, and their watershed will fill them from natural sources in any normal winter. The water is of excellent quality. What then is the matter with the Spring Valley works? Is it not plain in view of the foregoing facts that the proposition to acquire water works for the city is really narrowed down to a question whether it shall buy, and give over to public officers, the management of, the Spring Valley works or not? I am myself so convinced of this that I cannot but look on these expeditions to examine, calculate and report on schemes to bring water from distant sources and suggestions of reliance on artesian wells, etc., as out of the question or absurd.

DANGER FROM FIRES.

San Francisco is peculiarly exposed to the danger of fire from its situation. The great interior valley of California, heated through the long days of summer by a semitropical sun, ereates a draft through and on either side of the Golden Gate, like that of a blast furnace.

Commodore Wilkes who visited this place with the U. S. Exploring expedition nearly sixty years ago, records the opinion, that, admirably as San Francisco was situated for commerce, a great city could never grow up here. because of the impossibility of a competent water supply. When I first knew the city (January, 1853), then practically bounded by Pacific. Dupont and California streets and the bay. water for domestic use was brought from Sausalito, in a water boat, and supplied to families by the pailful. For the extin-guishment of fires there was an endless quantity in the bay, but it had to be pumped and the losses by fire between 1849 and 1858 must have aggregated over forty millions of dollars. (See an account of the principal ones in Bancroft's History, Vol. VI, at page 202, et seq.) Once in 1850, and twice in the following year the city was nearly wiped out, and many lives lost.

EARLY WATER PROJECTS.

An effort to guard against future like calamities was made by the construction of great cisterns at the street intersections west of Kearny Street, and there was an excellent volunteer Fire Department. These tided us over three or four dangerous years, but they were only temporary makeshifts. Much money was spent in endeavoring to bring the water of Lobos Creek into the city by a tunnel through the hills, but the project proved too costly and failed. Then John Bensley took it up, substituting a wooden flume, round the bay shore, and pumping the water into a little reservoir on the si le of Russian Hill. The supply was small, but it served a good purpose for the moment. Finally George II. Ensign and his associates obtained from the Legislature in 1858 the right to lav down pipes and bring water into the city, under which the Spring Valley Company was organit to reach the distributing reservoirs within a lized. The law provided that the rates to be premoderate period; for water, however pure, is liseribed should be fixed by a hoard of five commissioners, selected as arbitrators usually are; that the rates should be such as to give the company at least twenty per cent per annum on its actual capital, and the city was to have the right to buy the works at any time after twenty years at a price to be fixed by a board of engineers chosen to arbitrate as the water commissioners were to be. I'nder the inducements of the law the Spring Valley Water Works were built. Ensign's original idea was to supply the city from a spring near Mason and Union streets, but his company was joined by gentlemen whose ideas were somewhat larger than his own who controlled its operations. They brought in the water of Pilarcitos creek by a tunnel through the coast mountains (on which Von Schmidt won his spurs), and as the city grew, their works grew with it, always keeping in advance of actual wants, anticipating those of the future, taking other creeks and sources of supply until the plant attained a magnitude and importance that not only falsifies Commodore Wilkes' prophecy, but makes San Francisco one of the cities best supplied with water, in the

THE FOUNDATION OF SAN FRANCISCO.

In conversation with the late John Parrott about 1869 I condemned the high rates for water in San Francisco, to consumers. He was not a man of many words but of great sense, and I was forcibly impressed by his answer. "You appear," said he, " to forget that the foundation stones of San Francisco are laid on the Spring Valley Water Works; without them you could have no city here." In a discussion with the late Mr. Joseph A. Donehoe about the same time, I expressed the opinion that real estate in San Francisco was as good an investment as could be found. In reply he said to me,-we were in the country at the time-" Suppose you read in the morning paper, when it arrives, that the Spring Valley dam had given away last night and let the water out of San Andreas reservoir, what would you think of your San Francisco real estate?" Down to that time I had shared the popular opinion adverse to the water-works, by reason of its high charges for water; but the observations just cited started another line of thought. The fact that Mr. Parrott was a large owner of Spring Valley stock, and that Mr. Donohoe never owned a share of it, neither increased nor impaired the weight of their suggestions. The question was were they true? And full reflection has satisfied me that they were. Mr. Parrott's pithy expression was and is perfectly true, "The foundation stones of the city are laid on the Spring Valley Works."

EXCESSIVE WATER CHARGES.

I recur then to the inquiry, what is the matter with the Spring Valley? The water is good, the supply adequate, the future wants of the growing city well provided for in advance, the works as nearly perfect as human skill can make them—engineers have come from Europe to see the dam at San Mateo-and they lie within the lines laid down by the engineer officers of the army for the city's fortification against hostile attack. The officers are highly competent men and the employees civil and courteous. What in the world is the matter with the Spring Valley? "Well," says some one, "their charges for water are too high." Well, of course they are too high; how could they be otherwise? Any device by which you are required to pay your neighbor's debts, as well as your own, is wrong, and the tax that accomplishes such an end is of course too high. Suppose you were required to include in your house rent a large sum for the insurance of the stock of two or three great commercial firms in the vicinity, ex. gr., of Levi Strauss & Co., Baker & Hamilton, the White House, Murphy Grant & Co., or similar concerns, would you not think the demand unreasonable? Yet this is just what the consumers of water in San Francisco are doing to-day! But suppose in addition to this that you were called on to pay a monthly stipend to increase the value of the unoccupied and unproductive real estate in the city, and thus enable the holders of such property to realize at some future day its uncarned increment; what would you think of that?

WHY RATES ARE HIGH.

Water rates not only are too high but they must Talways be so, no matter who owns or operates the works so long as the cost of the city's supply is saddled on the consumers, as at present. answer then to the question I have pressed above, is that there is nothing the matter with Spring Valley; the matter is with those who fix the water rates and who so adjust them that the consumers of water are required to pay, for the protection against fire, of the expensive and valuable stores and dwellings of the city and the stocks of merchandise earried in them as well as the uncarned increment of the vacant land which awaits the city's growth to bring it into use. These rates are not fixed by the water company but by the Board of Supervisors, in whose selection the company has no voice, but who are chosen by the voters, or rather by the political bosses who determine the names of the party candidates for office.

FINANCIAL CONDITION.

In 1871, and again in 1871, I had occasion to examine professionally the financial condition of the company, and have kept track of it pretty closely since. Neither then nor since have I discovered any evidence of exaggerated capital. If there be any water in the stock it must be very little, and, for the present discussion, a fairly negligeable quantity.

The company's outgo last year for interest. taxes and operating expenses, is given at \$1,232,358, besides which it paid five per cent dividend to its stockholders. Its receipts are said to have been slightly less than this aggregate, but such was not the intention nor will it be the rule.

UNEQUAL DIVISION OF CHARGES. *

But observe how they were made up! The city at large paid \$241,000 for protection against fire, of all its personal property and improvements on real estate (assessed at \$183,665,-457), but worth undoubtedly a hundred million more, leaving for consumers to pay \$1,658,-115! Disregard for the moment, the vast area of unoccupied land held for an advance, but which derives all its value, present and prospective, from its presence in the streets of abundant water under high pressure, and still these figures reveal a shocking injustice in the distribution of a necessary public burthen. The whole combustible property of the city.—costly buildings on business thoroughfares, luxurious homes in the Western Addition, the stocks of merchandisc on Market, Sansome, Battery, Front, Kearny, Post and Sutter streets, and the rich furniture, hangings, paintings and works of art in the residence quarter (worth without doubt a hundred millions more than their above assessed value) pay, for their efficient protection against fire, about one-sixth of the cost of providing the necessary water for the purpose; while the housekeepers and water consumers of the city who would just as lief draw their water from a well, or, a pump, as from a faucet with a pressure of ten or tifteen atmospheres, have to pay the other five-sixths. That is just what is the matter with Spring Valley. Shift the burthen; put the load on the right horse, and there will be nothing the matter. The property in the city exposed to risk of fire, is distributed among the owners, in proportion to their wealth; the rich have much, the poor little, the penniless none. It is all equally protected from tire by the water-works; why should not each owner contribute, proportionately to the cost of such protection? must the poor working woman include in the cost of her cup of tea, a contribution towards providing water to secure the wealthy homes in the Western Addition against fire? The other expenses of the Fire Department are defrayed out of the taxes; why should not the cost of water in the street, the most indispensible of all, follow the same rule?

Let no one thoughtlessly answer here, that property can be protected against fire by insurance; the fact is not so. Until we had the Spring Valley pipes in the streets, insurance on buildings could not be obtained in San Francisco at all, nor on personal property unless stored in fireproof warehouses, and then, at a premium

not less than five per eent per annum!

MUNICIPAL MANAGEMENT.

It may be said that the city can borrow the \$14,000,000 capital to replace the stock of the company at three per cent instead of the five it is now receiving, and thus save two per cent. That is true, but can it be doubted that the expense of management by public officials would increase more than enough to cover that saving? Yes, and every successive year would witness a new increase: those employed on the works, and in the office, would be selected either under civil service rules, or by the political bosses who dispose of the public patronage; most probably the latter. The result would be nearly the same in either case. They will not fail to apply the "do as little as possible" principle to their work, nor forget the eight hour law, nor the rule that public employment in one department, forbids rendering any service in another. Their numbers and their rate of compensation will increase and their efficiency diminish from the start; and the expense of management and its efficiency respond to this progress.

That politicians should favor the operation of railroads and light and water-works, by the public, under our system of municipal government, is quite intelligible; it would give them the disposal of that much more patronage; that Utopian dreamers should agree with them ean also be explained; but that any one having a stake in the community and a knowledge of our management of public affairs can do so

passes my comprehension.

Let me relate here an instructive experience of a _____ Company, in San Francisco, that once came to my knowledge. Something I now forget led to the discovery that a certain consumer was being served gratuitously; there was an inquiry in the board of directors, followed by an investigation which brought to light the fact that a great number of others were being benefited in the same way. Their supply had been shut off in consequence of failure to pay and the company's record showed the fact. But a day or so after, the officer who attended to that business privately reopened the connection. The explanation was that a high officer of the company was in politics, and these people were political friends of his!

No precautions, no system of account keeping or balancing can guard against this sort of fraud. Leakage and undiscoverable waste account for every thing. Nothing can meet it except the constant vigilance produced by private interest, coupled with the power to appoint and remove subordinates without appeal or accountability to Courts or public boards. JOHN T. DOYLE,

October 23d, 1900.

MERCHANTS' ASSOCIATION OFFICERS AND DIRECTORS.

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The	LIVERY STABLES.	Spencer & Mitau 1026 Market Toplitz, R. L. & Co 645 Market	Loeffer, John
Nathan & Kingaton501 Montgomery New York Life Inc. CoMilla Bldg New Zealand Inc. Co312 California	Kelly, Thos. & Sons	MILLWRIGHTS.	PLANING MILLS.
New Zealand Inc. Co312 California Norwich, Union Fire Inc. Society.314 California Pacific Mutual Life Inc. Co. of California	LOAN OFFICES.	Dihert Bros. Mfg. Co225 Mission	Hansen, ABerry, near Sixth Townley BrosISth & Folsom
Montgomery and Sacramento			VODEO TOTALOS SEST CALLES
Parker Chas M. T	Oppenhelm, J. S664 Howard	MINERAL WATERS.	Young, James
Pacific Surety CoSafe Deposit Bidg Parker, Chas. M. T214 Pine Phœnix Mutual Life ina. Co	LUMBER DEALERS.	Eggera, Chas. & Co	PLUMBERS.
Phœnix Mutual Life Ina. Co	LUMBER DEALERS. Albion Lumber Co	Eggera, Chas. & Co	PLUMBERS. Foreyth, W. C
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Law, Hartland	SEEDS AND GITAIN.	STOVE AND IRON FOUNDRIES.	Haluted & Co
Merici I I	Rowen, E. J	Sielger & Kerr350 Main	McMenomey, Jas. & Son
Marye, Geo. 1., Jr	Keyser, Paul296 Clay	STOVES AND RANGES.	United Undertakers' Association27 Fifth Valente, Marini & Co1524 Stockton
Shields Batate Co	SEEDS AND PRODUCE.	Schleck, John C	UNIFORMS AND REGALIA.
PUMPING MACHINERY.	Volkman, Chas. M. & Co408 Front	Hawalian Com, Sugar Co421 Market	Pasquals, B. & SonsSutter & Grant Ava Pettibone Bros. Mfg. Co., The Eddy
Dow, Geo. E. Pumping Engine Co149 First	SEWER PIPE AND TERRA COTTA.	SURGICAL INSTRUMENTS.	VINEGAR MANUFACTURERS.
RABBITRIES.	Clark, N. & Sons	Folkers J II A. & Bro	Consumers' Y. & V. Works404 Battery
Bentham, W. C1832 Market	Sterger Terra Cotta & Totter, 11556 Market	Hoppe & Rohinson	
REAL ESTATE DEALERS.	SEWING MACHINES.	SURVEYING INSTRUMENTS.	WAGON & CARRIAGE MATERIALS. 11olt Bros. Co
Ashton & Gardiner	Evans, J. W	Lietz, A. Co	
Baldwin, O. D. & Son. 22 Montgomery Bresse, G. L. & Co	White Sewing Machine Co300 Post Willcox & Gibbs Sewlog Machine Co334 Post	SYRUPS.	WALL PAPER AND MOLDINGS.
Buckingham, A. E	SHEET IRON AND PIPES.	Long Syrup Refining CoEighth & Brannan Pacific Coast Syrup Co713 Sansome	Ciark, O. W. & Co
Center & Spaderll Montgomery	Smith, Francis & Co	TAILORS' CLOTHS, TRIMMINGS AND	Quadt, John
Davis, Alfred E 230 Montgomery Easton, Eldridge & Co 638 Market	SHIP DUILDERS.	WOOLENS.	WAREHGUSES.
Flinn, Sanderson & Co238 Montgomery Giselman, William, Trustee120 Phelan Bldg	Ilsy & Wright	Baumgarten, J. & Co	Danforth Warehouse Co., Inc723 Battery Grangers' Business Association309 California
Hendrickson, William & Co	Whelan, John A. & Bro	Ford, C. W. R. & Co	Hasiett Warehouse Co., Thm206 California
Hibb F A. Co	Foard, L Markst	Reiss Bros. & Co	Lemman Bros
Hooker & Lent	Josselyn, G. M. & Co	TAILOR TO TRADE.	WELL BORERS.
Magee, Thos. & Sons 5 Montgomery Manning, H. S	SHIPPING AND COMMISSION.	Hilp, Henry	Lowe, J. W126 Kearny
McAfes Bros		TANNERS.	WINES AND LIQUORS.
Parterson Geo. W. H & Co 1400 Market	Delius & Co	Fogle Tennery 26th & San Bruno Ave.	Adams, Chas. L
Pforr, John	Johnson-Locke Mercantile Co204 Front	Legalict-Hellwig Tanning Co401 Front Norton Tanning Co312 Clay	Braunschweiger & Co Drumm
Schlesinger, Nathan	Knudaen, C. N. & Co	Norton Tanning Co	Buseman, H
Smith, Julien	Marcus, Geo. & Co232 California Mitaul & Co415 Safe Deposit Bldg	TANNING EXTRACTS.	Chaix & Bernard
Thistieton, Geo. & Co Ocean View	McNear, G. W	California Tanning Extract Co218 California	Chevalier, F. & Co
Von Rhein Real Estate Co., 18c., 513 Camorais	Newhall, H. M. & Co309 Sancome Otla McAllister & Co109 California	TEAS, COFFEES AND SPICES.	Crown Distillerles Co
RECREATION GROUNDS. Herman, R	Parrott & Co	Brandenstein, M. J. & Co	Friedman, Paul
REFINERS.	Pinet, J. & Co	Castle Bros Davis & Sacramento Caswell, Geo. W. & Co	Hey, Granerhola & Co Front
Selby Smelting & Lead Wke416 Montgomery	Spreckela, J. D. Bros. & Co327 Market	Columbia Coffee & Spice Co	Hildebrandt, Posner & Co
RESTAURANTS.	Ulriche, J. F	Guittard Mfg. Co	Hotaling, A. P. & Co
Bay State Restaurant29 Stockton	SHIPSMITHS.	Hollman, Henry	Jones, Mundy & Co
Bergez, John	Chrestoffersen & Tway420 Beale	Jones-Paddock Co	Kuhla-Schwarke & Co
Christesen, M. A. C	SHIRT MANUFACTURERS.	Schilling, A. & Co108 Market	Levingston, M. A. 698 McAllister Livingston & Co. 205 Davis
Detian & Mangel	ldo Geo. P. & Co	Tyler, S. H. & Son310 Front	Lubben, John
Fischer, E. A. 122 O'Farrell Galindo & Juranitz 205 Kearny Cuttott & Malfanti 110 G'Farrell	SILK MANUFACTURERS.	TELEPHONE AND TELEGRAPH	Mann, C. M., suc. to I. de Turk. 216 Sacramento Martin, E. & Co
Gutzeit & Malfanti	Carleon-Currier Co	COMPANIES. Pacific States Telephone and Telegraph	McLeod & Hatje
Larsen, C. G	SMOKERS' ARTICLES.	Co., The	Meyerfeld, Mitchell & Co
Maison Riche	Heininger, C. P. & Co		Moore, Hunt Co., The Jesse. 404 Front Much & Lynch. 1423 Stockton
	SOAP & TALLOW MANUFACTURERS.	TENTS AND AWNINGS. Ames & Harris, Inc100 Sacramento	Naher Alis & Hillse
Pouchan & Schlatter. 33 O'Farrell Priet, P. & Co. Geary & Stockton Sartori & Fantina. 106 G'Farrell Schwarz & Beth. G'Farrell & Market	Fischbeck & Glootz	Nevilio & Co	
Schwarz & Beth	Newell & Bro217 Davis	THEATRES.	Rothenherg, S. B. & Co
Westerfeld P. & Co	SODA WATER APPARATUS.	Belasco, FredAlcazar Theatre	Samuel Bros & Co
Wicker & HermaneenMarket & Park Ave Young, H. H		Friedlander, S. H. & CoCalifornia Theatre Walter Orpheum Co	Schlesinger & Resider
Zlokand, Chas. A927 Market	SODA WATER MANUFACTURERS.		Seegelken & Buckner
RUBBER GOODS.	Belfast Ginger Ale CoUnion & Gctavia SPICES AND FLAVORING EXTRACTS.	Tay, Geo. H. Co	Siebe Bros. & Piagemann322 Sansoms Spruspes-Stapley Co
Bost. Wov. Hose & Rubber Co14 Fremont Goodyear Rubber Co		TITLE INSURANCE.	Sroufe, John & Co
G. P. and Ruhher Mfg. Co., The30 Fremont Morgan & Wright		California Title Inc. and T. CoMills Bldg	Van Bergen, N. & Co
N. Y. Belting & Packing Co509 Market Winelow, C. R. & Co44 Second	Making & Co506 Market	TOWEL COMPANIES.	Wetmore, Bowen & Co
SAFES.	Sellschopp, W. & Co118 Stockton	Mercantile T. & L. Co	
Hermann Sale & Lock Works	STARCH MANUFACTURERS. Everding, J. & Co	SW cor. New Montgomery & Mission	
Parcells, C. B216 Cellfornia	STATIONERS AND PAPER DEALERS.	TRANSFER COMPANIES.	American Steel & Wire Co
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SAW WORKS.	Bonestell & Co	People's Express Co	Bonder Bros. Third-at Wharf
California Saw Works	Dodge Stationery Co123 Grant Ave Heynemann, Milton412 Montgomery		Devoto & Pedrini
Simonds Saw Co32 Market	Le Count Bros		WOOD AND IVORY TURNING.
SCHOOL AND KINDERGARTEN SUPPLIES.	STATISTICIAN AND ECONOMIST.	Hirschfielder & Meaney14 Sutter	S. F. Turning and Planing Mill.190 Stevenson
Bradley, Milton Co122 McAllister	McCarty, Louis P2524 Clay	TRUSSES AND ELECTRIC BELTS.	WOOD MANTEL MANUFACTURERS. Bush & Mallett Co
SCOTCH TWEEDS.			Bush & Mallett Co328 Post
Craig Bros	Dunnel I P & Co E Montgomery Ave	Burns, Edw. F 11 Grant Ave	WOOD AND WILLOW WARE.
SCREENING AND TRANSPORTATION OF COAL.	a the state of the	I Indetrom & Johnson	Tions Harry Co. The
Excelsior Coal & Screening Co 5 Spear	Pacific Coast Steamahip Co10 Market		11002
SCREEN WORKS.	Pacific Mail Steamship Co421 Market Petersnn James P56 Steuart	Alexander I. & M & Co110 Montgomery	Bailard & Hall. Fifth & Blusoms Denigan, Thos., San & Co
	Toyo Kisen Kalaha421 Market	Bannan's Typewriter Exchange 207 Montg'y	
SEARCHERS OF RECORDS. Simpson & Millar	STEVEDORES. Eachen & Minor	Standard Typewriter Ex207 Montgomery	Walled Jacob Fifth & Bluxome
SEC'V. ACADEMY OF SCIENCES.	Freese, A. C	11,00001,000000000000000000000000000000	WOOLEN MANUFACTURERS.
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SECON MURCHANTS! ASSOCIATION.	STORE AND OFFICE FIXTURES.	G. Gate Undertaking Co2429 Missian	WRECKERS.
Freud, J. Rich'd	Simmen, John	Gray, N. & Co	Whitelaw Wrecking Co



REVIEW



Published Monthly by the Board of Directors

VOL. 5.

SAN FRANCISCO, CAL., DECEMBER, 1900.

No. 52.

ANNUAL BANQUET OF THE MERCHANTS' ASSOCIATION

Of San Francisco, at the Palace Hotel, Wednesday Evening, December 5, 1900.

Addresses by F. W. Dohrmann, Kendric Charles Babcock, Frank J. Symmes, Henry Weinstock and Edward A. Ross.

Interesting and Instructive Discussion Upon the Important Subject of "Municipal Ownership and Operation of Public Utilities."

HE Annual Dinner of the Merchants' Association was in every respect a notable success. The attendance was unusually large. Covers were laid for 465 guests, which is the utmost limit to the accommodations of the largest dining-room in the Palace Hotel. The Association thus holds the record for the largest banquets ever given on the Pacific Coast. The Directors deeply regret the necessity of being obliged to decline the acceptance of a number of additional members who desired to attend. We hope next year to be able to provide accommodations for all who may wish to be present. In order that those who did not attend may read the complete addresses and that the valuable arguments and data may be preserved for reference, the Review presents in this number all the addresses in full. Additional copies of this issue will be cheerfully furnished upon application. The subject for discussion was "Municipa! Ownership and Operation of Public Utilities." Prof. Kendric Charles Babcock, of the University of California, and Prof. Edward A. Ross, formerly of Stanford University, presented their views from an academic standpoint, and Frank J. Symmes, Esq., a Director, and Col. Henry Weinstock, a member, of the Merchants' Association, presented the practical phases of the question. The subject was handled in an able and thorough manner. The speeches were eloquent and instructive. The vast audience was deeply appreciative and at times enthusiastic in applause.

Seated at the speaker's table, on either side of President F. W. Dohrmann, were Mayor James D. Phelan, Col. Claus Spreckels, President

Seated at the speaker's table, on either side of President F. W. Dohrmann, were Mayor James D. Phelan, Col. Claus Spreckels, President Benjamin Ide Wheeler, President David Starr Jordan, Dr. D. W. Montgomery, Prof. Kendric C. Babcock, Prof. Edward A. Ross, Col. Henry Weinstock, and Director Frank J. Symmes. The Directors and former Directors of the Association were distributed among the guests throughout the dining-room. Owing to the limited accommodations, it was not possible to invite the heads of all the departments of the city government, but the City Fathers and the Board of Public Works, as well as the Civil Service Commissioners, were present. A complete list of all the members and guests who attended the banquet is published in this number of the Review.

ADDRESS OF F. W. DOHRMANN

Precident of the Merchante' Association.

GENERAL WELCOME AND INTRODUCTION.

Honored Guests, Fellow Members of the Merchants' Association: On behalf of your directors and officers, it is my privilege to greet you and hid you welcome to the unpretentious feast of which you have partaken, and to the intellectual treat which we hope is in store for you after I am done.

You, the present 400 of our 1,200 members, I take it, are partly here to testify by your presence your satisfaction with the modest services of your Board during the past year.

And that you are here to pledge your support to the measures contemplated for the future improvements of our city and to pledge your loyalty to our Association, which without fear or favor has only the welfare of our citizens and the prosperity of our community as its aim, and good citizenship as its hanner.

This shall lead us on till San Francisco is the most prosperous, most attractive and most ideal city of all the lovely cities in our beloved land.

Then, and not till then, will the mission of the Merchants' Association be fulfilled-then, and not till then, should its existence cease.

RETROSPECTIVE.

Macauly says, "That is the best government which desires to make people happy and knows how to make them happy."

In this spirit the Merchants' Association prepared to meet and improve the municipal conditions of San Francisco as it found them. I would be glad, had I the time, to tell you of that which is accomplished, which, comparatively speaking, is after all but little, and that which it is our aim to do, or to assist in, which is very much more.

TEXAS SUFFERERS.

Let me mention, however, one of the services rendered by our Association which ended but yesterday, to place at the disposal of the Committee for the Texas Sufferers, the services of our office and to defray the expenses with the collections so that every cent of money collected by the committee with that collected throughout the State by others, amounting to \$85,000, could be sent in full on its mission of mercy.

CIVIC SPIRIT-CLAUS SPRECKELS.

Perhaps the greatest mission of the Merchants' Association is to cultivate civic pride, civic hope and civic patriotism and to acknowledge, appreciate and encourage deeds which give form, beauty and emphasis to this spirit.

We. therefore, honor our public benefactors:

Sharon for the Children's Play Grounds.

Huntington, for the Water Fall on Strawberry Hill. Miles Sweeney, for the Coliseum which crowns Strawberry Hill.

Charles Crocker, for the Conservatory in the Park, given twice, because once destroyed by fire.

Mervin Donahue, for leaving the means for erecting

Mayor Phelan, for making available the Donahue bequest and for his gifts, which beautify our park and streets, and we join our guests from the universities for honoring Mrs. Stanford and Mrs. Hearst for their beneficence, and others whose names do not come to me at this moment, for their gifts of previous years.

During the past year we were delighted to express in a formal and lasting manner in the name of our Association, thanks for the last gift of which this community was the recipient, and we ask you now to approve and confirm the sentiment expressed by your Board on that occasion, the deep, lasting and sincere thanks of the entire state for that magnificent Temple of Music presented to our Park by our fellow member and our foremost citizen, Claus Spreckels.

CO-OPERATION.

I wish to express our thanks to sister organizations, to the press and to our members for their co-operation in the efforts of your Board, and I wish to say that while your Board in turn has ever put

" Measures above Mao,"

we have always considered it our duty to co-operate with our public officials who were from time to time in power. We have never found fault without full and fair investigation. We have never failed to appreciate and give eredit to those who served the city well; and we in turn have generally received courtesy and consideration, even if we did not always have our way.

And so we have to-day invited part of our city government to be with us and consider with us the question of the evening for the city's benefit, only regretting that, as you who are here will readily understand, we could not have all the members of our city government with us for this purpose to-night.

We would that all our sister societies, our newspapers and our citizens would join us in this spirit ou all public occasions, and that we would all rise to a higher standard than self interest, or even the highest point of political partisanship when the welfare and prosperity of our city is in question and under consideration.

OUR CHARTER HAS BEEN PUT IN OPERATION THIS YEAR.

It is yet too early to judge it fairly—some errors and shortcomings have already become apparent—many others must appear. It could not be otherwise, but as we hetter understand it we also recognize its vast superiority over the past conglomeration of uncertain and pernicious laws previously prevailing.

Time does not permit to discuss the Charter to-night. Years must clapse before it can have had a sufficient trial to judge it fairly. Until then let me advise

DO NOT BE HASTY TO CONDEMN IT if expected results are not forthcoming as quickly as expected. You know what it means to organize a business under most favorable circumstances, you should therefore readily understand and appreciate the difficulties of those who are houestly endeavoring to do their duty under the Charter, but have many obstacles to overcome and much to learn and much to contend with.

DO NOT LET US HURRY TO AMEND 1T, for this can only be done every two years and should therefore be done not hastily but after the most careful deliberation.

CIVIL SERVICE.

Permit just a few words upon this part of the Charter. The Merchants' Association believs that

City Government is business, not politics,

Civil Service is the basis of civic progress, and for this reason the Merchants insisted that Civil Service become an integral part of the Charter and with it gave the Charter their support and thereby its existence.

Civil Service is now slowly, carefully and very gradually being introduced into our city government. This has not been done without some errors of judgment, which are freely confessed and benefitted by, but let me assure you it has been done with integrity, devotion and sincere efforts to carry out its intentions. It was, however, well known and could hardly have been otherwise, that many obstacles and objections would be placed in its way and that some legal difficulties would arise. It is our aim to help to overcome them and not to rest, so that while there are now about 300 employes in the City Hall under Civil Service system, before long every clerk or subordinate employe will be there under the merit system, safe in his position so long as he fills it well and without obligation to pay tribute to bosses or to have his place taken away from him in favor of others who have to be politically rewarded.

THE SUBJECT OF THE EVENING.

At our last annual dinner we discussed with the Presidents and representatives of our great Universities, the plans for a Commercial College and Commercial Museum, now well under way.

To-night we will discuss a question of very great importance to all citizens, namely the "Ownership and Maiotenance of Public Utilities by the Municipality."

In order to have theoretical as well as practical

advice on this question, we have again asked the great Institutions of Learning, which are now entering every field of activity, to request some of their Faculty to address us to-night.

This request was readily granted by President Wheeler of the University of California and President Jordan of Stanford with the distinct understanding, however, that each Professor only presents his own views and that this discussion is in no sense a debate between the Universities, an understanding which I wish to emphasize in view of the fact that one of the Professors has, since this selection was made, ceased to be a member of the University from which we asked him to be here to-night.

And now, without further comment on my part, I will leave the subject to be discussed to the abler speakers, and have great pleasure in introducing to you for the purpose of presenting the reasons in favor of Municipal Ownership from an academic standpoint, Professor of History and Political Science at the University of California, Mr. Kendric Charles Babcock.

ADDRESS OF PROF. KENDRIC C. BABCOCK

Professor of History and Political Science in the University of California.

Gentlemen of the Merchants' Association:

The discussion of municipal ownership long since passed from the realm of theory into the realm of facts; it is no longer an academic matter, but a practical one, a question of administration, of engineering, of finance. For more than half a century there has been in this country successful municipal ownership of water works, and, for a shorter time, of gas, electric light, and transportation works. Out of the fifty greatest cities of the United States, forty one at the present time own their own water works. The famous Croton System of New York City is the most striking example, as it is one of the oldest.

PASSED THE EXPERIMENTAL STAGE.

It may be taken for granted that the municipal ownership of water works at least has passed beyond the experimental stage. With all the political corruption, extravagance and mismanagement from which New York has suffered, the Croton System has not escaped; hut probably few disinterested persons in the metropolis would think of going back to private ownership, or of surrendering to a corporation any of the rights now enjoyed. The great outcry against the Ramapo Contract is excellent evidence of this. In dealing with the great vital problem of how to supply our cities with pure water, the almost universal tendency of the last ten years has been to construction or acquisition of works by the municipality. In the adequacy and quality of the water supply the differential of advantage has steadily grown on the side of public ownership. Careful investigations covering the whole of New York State in 1892 showed that in the per capita consumption, in the per capita cost of the plant, and in the per capita cost of maintenance, the public plants were distinctly ahead of those owned by private companies. No important city which has fairly tried municipal ownership of its water system, with the single exception of New Orleans, has in recent years gone back to the system under private control. No city contemplating a new system will be likely to confer a franchise on a private company.

A QUESTION OF APPLICATION.

Municipal ownership in several forms then, but particularly municipal water-supply, is already here, and it is here to stay. The question, therefore, must take a distinctly different form from a discussion of principles alone. It becomes a question of extent of application. How far can the principle of public ownership be successfully and advantageously applied

to enterprises which have hitherto been generally classed as semi-public, such, for example, as the peculiarly municipal enterprises for the supply of gas electricity, telephones, transportation, docks, etc? How far can the European undertakings serve as a model for American cities where the conditions are often so very different? It must be admitted that the scope of municipal ownership is very much wider in England and on the continent than it is, or is likely to be, in the United States, and that we shall not keep pace with Europe in progress in municipalization. There it extends to tenements, wash-houses, pawnshops, public halls, etc., and in Glasgow to the ownership of gas-stoves, which, in the interests of public health and economy, are rented out to the consumers of gas supplied by the municipality. Such extreme forms of public ownership savor too much of socialism -whatever that may mean to the individual citizen-to suit the American mind.

TWO ALTERNATIVES OPEN.

But whatever the future has in store, any return to the intolerable conditions of the past is at once impossible and inconceivable. The old-fashioned freegift charters, without limit of time, without prescribed payments in return for privileges, without reservation of rights of supervision or regulation of capitalization or rates to be charged,-these are already medieval in their character. Any city council so far gone in idiocy of corruption as to grant such a charter now would be quite likely to feel some more forcible evidence of popular disapproval than could be furnished at the next election. From the heritage of extortionate rates and other grave abuses of monopolistic privileges there must be escape. Students of municipal government, experts in administration, and business men of large affairs agree that only one of two alternatives is open to the progressive city of to-day. It must devise some means of real, effectual municipal control, or it must adopt some form of municipal ownership, either with or without municipal operation or management. Whatever the form of control, it must apply to old and new corporations alike. There must be regulation of rates to be charged, prevention of over capitalization, and watering of stock, and publicity of accounts. No matter what the agency, whether city council or hoard, or state commission, these are the things it must do to justify its existence. Numerous attempts have been made in these directions, and the results have a bearing upon the problem under discussion.

A MASS OF INFORMATION.

One of the first requisites for council or board exercising the control described,-such a board for example as the Massachusetts Board of Gas Commissioners,-is a great mass of information. Before it can act fairly, it must know concerning the system under investigation, all the multitudinous details of cost of construction or duplication, cost of repairs and renewals, and the cost of materials. It must know the wages and salaries paid, the cost of operation, and delivery at faucet or lamp, or burner. It must know, too, the relation of the service for the city to the service for the citizen. When this knowledge has been obtained, when it has been settled in shrewd heads and in bonest hearts, when it has been complemented by the grant of power to coerce the corporations investigated, the difficulty is by no means solved. Will the knowledge and power be used? Will proper conditions be imposed on new grants? Will old corporations be compelled to reduce exorbitant charges to those charges which will give a reasonable rate of profit instead of fifty per cent, or even one hundred per cent, on the original investment? So far as applicants for new franchises are concerned, the commissions have worked fairly well; so too in the regulation of the comparatively simple systems of the smaller cities, as is the case in Massachusetts, where the State Gas Commission has worked with fair satisfaction in this particular. But in dealing with old corporations whose capitalization seems to have a suspicious superfluity of ciphers, corporations which have long been unrestrained in their operations, which have the prestige of success in staving off, mystifying, or purchasing committees and councils, such boards, whether of state or of municipal origin, have failed lamentably and steadily. The attorneys and experts of the great private monoply, who knows facts and conditions and will not tell, have very great advantages over a committee or its lawyers, who do not know, but who are trying to find out. Thus far the talent employed by the corporations has almost invariably been vastly superior to the talent of any committee or city agent or lawyer. It is only rarely that the mighty determination and energy of a mau like Mayor Pingree of Detroit or Mayor Hayes of Baltimore can be brought to the help of a city against the entrenched corporations. Judgment based on American attempts at effective control of the public-service corporations of our great cities must be that municipal control has failed to meet any reasonable expectation.

CORPORATION METHODS.

The corporations should not be blamed too severely. They are simply doing business for the largest profits. They have grown up under conditions conducive to very large legitimate returns, not to mention those of a more questionable nature. They have grown in strength much more rapidly than even the wisest and most practical student of government could foresee and provide for. They have steadily made themselves stronger at the expense of the municipality, too often taking to themselves friends of the mammon of nurighteousness. For these corporations, it is still true that possession is nine points of the law, with selfpossession as the tenth. Of course, not every public service corporation is making criminal or exorbitant profits on real or watered stock; not every one has resorted to corruption of councils and commissions; not every one has falsified reports to committees; not every one has had to go beyond bluffing and intimidation. But it is a safe assumption that there is hardly a single one in the whole long list of these monopolistic corporations which has not felt obliged, in selfdefense or for more or less improper advantage, to use one or all of those questionable methods. The corporations have thus triumphed, and in addition to maintaining a hold, have sometimes succeeded, as in the case of the Philadelphia Gas Works, in gaining

control of a plant which the city has operated, by political methods, to be sure, for many years.

FAILURE TO CONTROL.

The most striking illustrations of this failure to control are to be found in the diverse rates charged for gas and lighting under substantially similar circumstances. Take cities like Philadelphia, New York, and Cleveland. By location, size, and cost of coal, it would be ressonable to expect that with fair capitalization, equally good security, and approximately equal burdens of taxation, the rates would be nearly the same. But what are the facts? New York pays for its gas \$1.25 per thousand, Philadelphia pays 90c per thousand for a period of ten years, with a reduction to 75c in 1917, Cleveland pays 80c, of which 5c goes into the city treasury. In all of these cases it has been made clear by the sworn testimony of officials of the gas companies that a rate of 80c per thousand to the consumer would probably net six per cent on the investment. For arc lights in 1894, Boston paid \$139 per year, Philadelphia \$160, Pittsburgh, in the heart of the coal region, \$195, St. Louis \$75. In 1898 Boston paid \$128, New York \$146, Pittsburgh \$96, St. Louis \$75. Probably all of these companies would have netted more than six per cent at a rate of \$80. Similarly there is a plain indication of failure of proper regulation and control in the general maintenance of a straight five cent fare on the street railroads, regardless of the location of the city, whether in the snowy north, in the mild south, or in the "Land of Sunshine," whether near coal or far from it, regardless also of the motive power and of the differing conditions of transfer. In illustration of this, in Buffalo on an average fare of 3.6 cents, Detroit of 3.3 cents, and Toronto of 4.2 cents, the companies make a good profit. Probably with few exceptions, an average 3-cent fare-perhaps 21 centswould make a six per cent net return on the cost of duplication of the plant in any city of 200,000 in the United States. Even this rate of fare would be higher than the present average fare on the whole traffic of London, Vienna, Liverpool, Glasgow and Budapest.

GAS AND ELECTRIC LIGHT.

The rates for gas and electric light are, indeed, much lower than they were ten or fifteen years ago. Improvements in methods of manufacture have been supplemented by strong public pressure. But the rates are still too high. One of the best evidences that profits under the lower rates are exorbitant, is found in the alacrity with which companies have made generous reductions of rates when some form of competition, or substitution, as by a municipal plant has seemed about to be realized. New York companies, upon State investigation reduced the rate of \$2.25 in 1885 to \$1.25 in 1898. Philadelphia in 1897, obtained gas for \$.90. The Boston rate, through the influence of the Gas Commission and the competition of electricty, was reduced from \$1.78 in 1886 to \$1.17 in 1897. The electric lighting company of Baltimore this year reduced its charges to the city by about \$200,000. when the Mayor adopted the opinion of a municipal lighting commission in favor of a municipal plant, and, as a preliminary step, advertised for bids for lighting by electricity or gas.

ADVOCATES OF MUNICIPAL OWNERSHIP.

In view of these evident and general failures to bring down rates to a reasonable level, by the process of [regulation, the opinion is undoubtedly gaining ground very rapidly among the thinking people of the great cities, and among students of city administration, that some method more radical and far-resching than any now widely adopted in this country, must be resorted to for relief. The mayors of some of our great cities, men of large business capacity and experience, who are called to public service, are not-

able advocates of municipal ownership. The most prominent are Mayor Quincy of Boston, Mayor Harrison of Chicago, Mayor Pingree of Detroit and Mayor Phelau of San Francisco. The great mass of detailed information which must be acquired in a board for the exercise of wise control of corporations and regulation of charges for light or car fares, is certainly sufficient to enable such a body to enter upon the economical construction and operation of a municipal plant. If the rates fixed by a board are fair enough to enable the corporation to make good profit, they ought to be sufficient to bring a like profit to the municipal treasury. Then all improvements in processes of production, all freedom from taxation of plant, and all progressive expansion of service would be directly applicable to the bettering of service or reduction of rates to the consumer. This reasoning is applicable not merely to such comparatively simple problems as the administration of water-works, but to the most complex, as for example that of gas supply for light or fuel.

AMERICAN AND EUROPEAN CITIES.

The large measure of success which has attended the elaborate systems of public ownership of the great municipal monopolies in the great English and Continental cities, warrants the dogmatic statement that enlarged municipal ownership of the great utilities should be the next step in municipal progress. Even if liberal discount be made for Dr. Albert Shaw's enthusiasm in his description of European conditions, in his two great books on municipal government, the contrast of rates, services and financial management of the municipal systems of lighting, cleaning, sanitation, water supply, and transportation in such cities as Birmingham, Glasgow, Berlin and Dresden, with the corresponding systems in our own great cities, is not only painful to the student of municipal affairs, but significant of danger to the comfort, propriety and honor of those who dwell in American cities. Nor can we find excuse in the rapid growth of our cities. Berlin has grown faster in twenty-five years than either Philadelphia or Chicago. Birmingham and Hamburg have, since 1875, added more people than Boston or San Francisco. So the problems of a rapidly-growing city are not peculiarly American, while in complexity of problems arising from the needs of transforming an old city and building a new one at the same time, the European difficulties have exceeded ours. Yet in efficiency of service they are far ahead of us; in proper provision for the future, they are vastly wiser than we; in cost of municipal government as a whole, they have been as careful and economical as our cities have been careless and extravagant. Berlin paid about half the sum required by the old New York City, yet Berlin was much better governed. Boston in 1892 paid nearly six times the municipal expenditure of Birmingham with no evident advantage.

COMBINATION AND CONSOLIDATION.

The development of competing municipal corporations cannot be supported as a means of coercing existing monopolies. The increase of great combinations of capital for productive purposes, and the centralization in industrial operations, are movements so strong and general that they cannot be reversed. Combination and consolidation sum up the dominant tendency of today in the realm of economic organization. This tendency is peculiarly true of public service corporations, and part of the present difficulties in city government are due to a failure or unwillingness to recognize that there must be municipal monopolies. The popular mind is so sensitive on the question of trusts and monopolies that it is hard for it to believe that even a publicly-owned monopoly can he good. Politicians, newspapers and demagogues have been too ready to utilize this popular feeling for their selfish ends, especially when they have found the seutiment justified by the existence of grave abuses, amounting to an open defiance by the corporations of the power which created their franchises. The promise of competition has been one of the most taking in the whole extensive repertory of the demagogue. Simply grant a competing lighting company a franchise and all will be well. Let a second telephone company enter the field; or parallel existing cartracks and rates will come tumbling down, service will be improved and the great profits of the old company will be shared by the new—or by the politicians. Even a brief study of the subject will make clear

Even a brief study of the subject will make clear that all such arguments are fallacious, and that the serving of the municipal public with the great necessaries of water, light, communication, and transportation, is generally, and ought to be, a monopoly. No business man wants to pay rates to two telephone companies when one could and ought to furnish all needed facilities for expeditious transaction of business. Rival street car lines like rival railroads find agreement more profitable than cut-throat competition, if one of them, perchance, does not become the lamb for the other's lion.

MUNICIPAL OWNERSHIP.

Assuming, then, that municipal ownership of many public utilities is an unqualified success in the great cities of Europe; that it has worked well in the case of water-supply in most of our great cities; that nearly all attempts to control properly the great private corporations have ended in failure; and, further, that the public utilities must remain monopolistic, it appears to me an irresistible conclusion that our cities must resort to municipal ownership, more and more, not with a view to profits in stock, but with a view to efficiency of service, moderation of charges, and equalization of burden of maintenance of plant and sinking fund. This should be the aim; toward this end must work the forces which are to make the "city comfortable" the counterpart of the "city beautiful."

SLOW PROGRESS.

Progress, however, to this high end is sure to be slow in the great cities of the United States. The corporations are thoroughly intreuched, in possession of plant, franchise, experience, and the secret of political influence on parties and individuals. They have a body of expert, highly-paid, thoroughly efficient and loyal servants, such as no city government can boast. They know perfectly well that until the city can command the services of a like devoted and able corps of managers, engineers, and financiers, it will fail in its undertakings, and those served will long for the good times that were, for the golden age when rates were high and Augustus ruled in Rome, troubled only with the form of law.

THE ESSENCE OF THE MATTER.

Here then is the essence of the matter: Can the city secure for the public, through carefully selected, trained and loyal servants, those benefits which the corporations have conferred by these means? other words can the city, in those vast fields of its activities where functions are entirely business and not at all political, conduct its affairs on business I believe it not only can and must, but principles? I believe it not only can and must, but that it is steadily progressing toward that end. To doubt that it will do so, when the need is clearly set forth and brought home to the voters, is to doubt the strength of democratic sentiment and the ultimate triumph of common sense. The long list of failures large and small attempts at municipal ownership of lighting plants; for example, in the last ten years, is neither surprising nor discouraging to snyone who has looked into the matter with care. So long as the trail of the politician is over all the city, so long as the hand of the spoilsman is outstretched for corporation alms, so long as a man whose chief success has been in the manipulation of campaign machinery is held competent enough to run an electric lighting plant or a water plant, just so long will municipal ownership he in danger of failure. The other great barrier to the progress toward successful municipal ownership, is the contempt of the politican and of the average voter, for expert opinion and for the high scientific qualification required for proper administra-tion of public monopolies. No \$3,000 engineer, under a two-vear appointment, obliged to take such subordinates as the ward-gods give him, will be able to direct the operations of any great system of street cars, or lighting, for a city of 300,000. But conditions in these respects are improving steadily. placing of large bodies of city employes under civil service rules, is a long step in the right direction, though some of the steps are rather halting and uncertain as When one reflects that it is not thirty years since the reform of the National civil service began, and that now more than 85,000 places are under civil service rules, the outlook for a system of appointments in municipal service, on the triple basis of competency, efficiency and permanency of tenure is not in the nature of an iridescent dream. Again, the broadening of the function of important officers and employes, with the increase of responsibility, means attracting better men to the service of the city. Lastly, the city must expect to be served, like the corporation, by the best men obtainable. Local patriotism and pride must not prevent the importation of the best men to be found. The example of Mayor Strong of New York in appointing Col. Waring as head of the Street Cleaning Department is an excel-lent illustration of the principle here advocated. The city must have the best men, and it will get the best men, when the business men and voters come to realize that the city's business is vastly more important to the citizen than the tariff, expansion or foreign relations, and that this business must be attended to by men who know how to attend to that particular business.

CORRUPTION OF CORPORATIONS.

It is urged against further extension of municipal ownership that no city government to-day is equal to the task of making and working a transportation or lighting plant, because of the ease with which councils and officers are corrupted. At first glance this seems a plausible objection, and that the addition of great business operations would only furnish further and better opportunities for fraud and peculations, Perhaps this would be true in a city like New York, but even there the management of the Croton Water Works has been reasonably satisfactory. But is it not really true that the worst evils of corruption have come from the efforts of the great corporations like the Philadelphia Gas Co., the Broadway Railroad Company and the Chicago Street Railway Company, to influence the action of city councils and boards? it unreasonable to expect that with the removal of the corporations the decrease in corruption of city legislatures would be remarkable? To believe otherwise is to believe that the average councilman, alderman and supervisor goeth about seeking to be corrupted, rather than to believe that it is the caliber of the man and his weakness under great temptation, which cause his yielding to sinister influences. But even granting has yierding to smisted indentees. But even grading that under municipal ownership, of electric lighting for example, there should develop occasional scandals, mismanagement, manipulation, it is not unfair to assume that the sum of financial loss to the community would be less than under the rates paid to the companies, and the moral loss less than under the acknowledged immorality of the relations of the corporations to municipal officers. So long as private ownership of utilities continues under a definite term franchise, there will be on both sides almost irresistible temptations to corruption to one form or another. Just so far as the municipality gains in efficiency of administration of utilities, will the probabilities of corruption diminish. Backed by a wise and honestly administered civil service, and a better popular appreciation of the problems of the city community, progress

in municipal ownership will be cumulative and permanent.

ELECTRIC LIGHTING.

To be more specific, the public utility which seems at present most eligible for the application of municipal ownership is that of the supply of electricity for lighting purposes for the city streets and buildings and for private use. In the test case in Indiana, the Supreme Court held that a company organized for supplying electric light for streets and public buildings was not debarred from supplying citizens, so that probably the legal difficulties in the way a municipal monopoly of electric lighting supplying municipal and commercial light will be reduced to a minimum. Again, the skill and expert knowledge required of engineers and managers can probably be more readily obtained in this field than in the field of gas-msking or transportation. The operation of it would naturally be allied with the operation of electric railways, and with the supplying of power which requires the use of the streets for transmission.

SUPERVISION OF MONOPOLIES.

Municipal ownership and management however are not probably the end of control of public utilities. They will not usher in the Utopia of public comfort, convenience and economy. The area to be served steadily expands, often beyond the limits of the municipality, as in the case of the street car lices of cities like Boston, Chicago, and Minneapolis, or the telephone system of any city. So, too, in the case of the water supply or power supply of a great city, which often must be drawn from great distances. Municipal ownership then takes the form of a monopoly of privilege over regions which come nearer being a principality than a municipality. No city ought to be allowed unrestrained monopolistic control of such resources. City jealousies and rivalries, the keenness of community competition require some superior regu-lative body which has for its sole business, the authoritative, judicial supervision of monopolies which for obvious reasons must reach out beyond city boundaries. Such boards are already in existence and performing with some degree of success these very func-The English Local Government Board is such a body; the Massachusetts Gas Commission and the Massachusetts Railroad Commission, approximately fulfil these functions. A board of this kind is not an infringement of the right of a city to home rule. It is a board to prevent one city from encroaching on the rights of another, to secure one equalization of advantages of municipal ownership with a minimum of unfairness. In other words, it is carrying out the fundamental ides of municipal ownership that the service shall be extended to as many citizens as possible, in the most acceptable manner, and at a rate that all shall be as low as is consistent with self-support of the system.

Holding these views, I believe that the citizens of San Francisco were wise and progressive in inserting in their charter the words: "It is hereby declared to be the purpose and intention of the people of the City and County that its public utilities shall be gradually acquired and ultimately owned by the City and County."

ADDRESS BY FRANK J. SYMMES

Director of the Merchants' Association.

Mr. President, Members and Friends of the Merchants'
Association:

No great dinner is quite complete without there is served as a final course a hard, dry cracker and a bit of cheese. It is an aid to digestion. Assuming that as a member of the Directory, and one of the bosts of the occasion, my place would naturally occur at the close, I ventured to think I might contribute the dry crust of the occasion as a fitting close to the rich and substantial intellectual diet expected.

President Dohrmann has seen fit to regard me more as a light and harmless kind of entrée. I shall serve you, nevertheless, my dry, hard cracker and tho' the cheese may be short, I trust it may still serve as intended, as a little aid for assimilation of the heavier dishes of the feast.

REQUIREMENTS OF THE NEW CHARTER.

Some of us voted for the new Charter last year with

many compunctions. We accepted it in the helief that what we felt to be faults might be more than balanced by its good features. Other cities besides our own are anxiously looking to behold its results. It is yet too soon to pass judgment. It will require more time to prove its best value or its genuine faults. Under its provisions the Supervisors are authorized and instructed to investigate the subject of public utilities, and to recommend the purchase of any property for such a purpose as may to them seem wise. The electors will then be called upon to express an approval or disapproval of such ownership.

This is the most serious and important proposition that has yet been brought before the people. It calls for the wisest and best judgment of the officials and the electors. We must welcome information from all sources. We need information from the social economist, knowledge of the theory of such ownership, and

information from the practical side as well. Most of all, we need to know what the application of the principle would mean to us under our own particular conditions.

There is a Chinese maxim which says, "Hear both aides and all will he clear. Hear one side and you will still be in the dark." The Directors of the Merchants' Association desire that you shall hear both aides of this question tonight. I wish that you may hear both sides and hear them fairly.

We must not allow ourselves to be led astray by any partisan feelings, by any selfish motive or prejudice on the part of ourselves or any advocate, but should weigh the arguments according to their merit and arrive at a clear cut decisive opinion. A calm reasoning of this question here tonight is regarded to be greatly for the public good. I have tried to look fairly at both sides and have arrived at a conclusion that, under existing conditions, our city is probably better off than if she were to undertake these great responsibilities.

PURELY A BUSINESS QUESTION.

This question of where the ownership of public utilities belongs is purely a business question. There is no philosophy, philanthropy, charity or religion involved, and there should be no politics. It involves the administration of great properties and the handling of many meo. It demands settlement by wise clear-headed men of the best business experience, and the judgment of our Association should govern this community. The public utilities, as they are called, are great business institutions and the merchants and financiers who have been engaged in similar enterprises of their own, are those hest able to judge upon them and are those best fitted to manage them. You have great property and business interests that are coupled with the welfare of this city and your success depends upon her prosperity. You are not likely to be led away by any wild Utopian scheme or by any impractical socialistic fad. You know if the corporations handling the public utilities are reasonable, are governed by fair-minded and honorable men who know their business, and you ought to know if the average two-year officer of the city government can perform the service better.

NOT OWNERSHIP BUT MANAGEMENT NEEDED.

The advocates of Public Ownership have a strong leaning toward socialism. It is said to be the ery of the unhappy poor against the oppression of the rich, of the unfortunate weak against the unjust exercise of the power of the strong, of the single citizen against the mighty monopoly of the corporation. This is a false position. For the value of the public utility does not depend upon ownership, it lies altogether in management. Whoever can operate these institutions ao as to best serve the public need, is the owner the public wants, and ought to have. Whoever can furnish the necessities of life so that the poor may obtain the most for their slender means may be considered the proper owner. If the State can do this work better than any other, she is justified in assuming the ownership.

On the other hand, if the State tries and fails, she has no longer a just claim to her monopoly and the people should demand a return to private control.

The question is, can the street car accommodations, the telephone service, the light, the water, ay, the bread be furnished to the people through the city government better and cheaper than through private ownership? It matters not to the consumer where the title to the property rests. It is good car and telephone service, good light, good water and good bread at the lowest rates that he needs and is entitled to have. It matters not to him whether he has water from Lake Tahoe or from Lake Merced, whether his gas comes from the Potrero or from North Beach,

whether the street car in which he rides bears the name of the Market Street octopus, or is emblazoned with the great seal of San Francisco, provided that he obtains the best possible service at the lowest possible price. We must not be diverted from this point—it is not ownership but management that should decide the question. It is results that we are looking for, not methods.

Municipal Ownership and management of these utilities may be far better than private ownership,—it may be far worse. We want the best. The public official, therefore, should not demand the management of these great utilities unless he can show that he can give better service than the private owner. This he frequently believes he can do, but in a brief period he is out of office and a new set of officials with new ideas and many political friends in search of jobs, have taken his place.

Each situation has its own peculiar conditions. We should study other situations but not be deceived by them. San Francisco should not be misled by what may be successfully done in London, Glasgow or Kalāmazoo. This city has her own special features and probably no exactly parallel case with precisely similar conditions can be found. London has cheap gas with coal at a third the price it is here. Glasgow has cheap water for there is sixty inches of rain a year. A sunny day is a curiosity. The streets are never sprinkled and less than thirty days water storage is required. Here we may have a succession of dry years—always one long dry season, and a three-years' storage is required.

The advocate of Public Ownership can point out to you many cities where great and wonderful benefits have been derived from that system, but to offset every such case the other side will find as many glaring examples of political mismanagement and corruption. Individual examples are of little value unless the conditions are the same. To obtain proper results the best administration must be had in either case. And even many examples of municipal and public ownership may be misleading.

Mr. Carroll D. Wright, the U.S. Commissioner of Labor, has recently issued the I4th Annual Report treating entirely of water, gas and elecric light plants. There are 975 pages of tabulated statistics concerning 2,353 different institutions, not quite one-third of the total number in the United States, and 42% of these are under municipal ownership. The privately owned plants were not as free as the others in furnishing their statistics and a greater percentage of public ownership is here shown than really exists. The reports are most elaborate and carefully classified and yet a full investigation of this volume fails to satisfy any positive claims in behalf of either side. The Commissioner cautions the reader against "a careless comparison of the various plants!" The varying conditions are such that a complete knowledge of each must be had in order to form a fair judgment. All the facts go to prove that it is not a question at all of who owns the plants-but what are the varying conditions and how are the plants conducted.

The Commissioner says, "that plants owned and operated by municipalities take the place of just so much private property, from which the cities would receive their taxes, the ownership on the part of the city involving a definite decrease in the amount of taxable property."

An earnest advocate of Public Ownership made the statement in our October number of the "Review" speaking of the Spring Valley Water Works and the proposed city ownership of its own water supply, that "the city would save the taxes which amount to \$180,000 a year." He overlooked the fact that what he cuts off the city income in this direction must be replaced by an equivalent amount from increased taxation upon other property.

The gas, water, railway, electric light and tele-

phone companies in this city are assessed at \$43,000,000. The city's income from these sources amounts in taxes alone to \$700,000. Under municipal ownership these properties would have to earn this amount in the way of profit, else other property would have to he taxed an equivalent amount to produce that income. And yet we are told that all the present profits of these great corporations are to be saved to the City under municipal ownership. Taxes must be eliminated from these so-called profits.

All property has a value and an earning capacity. Capital must earn what it is worth or there is a waste. Labor has its value and its earning capacity. When either capital or labor are idle there is a waste. If we transfer a hundred million dollars from private ownership to the public purse we must provide for its natural earning power and properly utilize it, else arrange otherwise for the income which formerly came from its target.

CONTROL IS BETTER THAN OWNERSHIP.

No State in the Union has less need for public ownership of these properties than California, for she has already the hest kind of control. Our Constitution requires the Supervisors to set the price which the private utilities shall collect for their water and their light. If the people are not well served, it is the fault of the public officials who make the price. This is far better than ownership.

If the retail merchant could walk into the wholesale warehouse and name the price which he was to pay for his goods, if he could declare the wholesalers' profit, would he ever invest his own capital in order to carry a stock? No. Would he not be too glad to escape all the risks of ownership? Let me but make the price on the articles I buy and I care not who may own the stock.

This power which the Constitution gives to the Supervisors is an extraordinary and unusual one. It is a power to be used with great consideration. It determines by a single, oftimes careless, ballot the income to be derived from ten, twenty or thirty millions of investment in the hands of thousands of stockholders. It may eocourage good investments or drive them away. It has already unsettled great values in this city. These great properties, once among our hest investments, are now entirely avoided by many investors.

One wealthy gentleman told me the other day that he had had not less than \$80,000 invested in one of these properties for more than 15 years. He was tired of the everlasting "nagging" now going on. Formerly it was once a year, now it is every week. He was gradually unloading, and he was going to "quit and take his money to Baltimore."

This duty of the officials should therefore be done in a very careful manner because of the many people affected. It should be done fairly, justly and thoroughly. Every unjust attack, every unreasonable method, injures the city and retards its growth. The right to make these prices has given to each new set of officials a feeling that they must continue to save something to the people and reduce the rates. The same process cannot continually go on. San Francisco has reached the danger line when capital is being driven away by this operation, and when the corporations are ready to appeal to the courts for protection.

Capital is a timid as well as a hnogry bird and has its wings always plumed for flight. We may at times regard it as ostentatious, ill bred, greedy and even corrupt, but it has its uses and without it the laborer would be without his hire; education, our great reliance for all true progress, would be slow; art, science and literature would pine, and great and beautiful etities would be few. San Francisco must not drive capital away. She must be fair and just to capital as well as to the people. The people are on both sides of this question: there are poor people as well as rich in these corporations, and the poor far out number the rich.

OUR OWN SPECIAL CONDITION.

What are some of the special conditions of San Francisco?

We have a fair quality of municipal government. It is by no means one of the best. Many claim it is one of the worst. It is hampered by conditions which prevent the best results. The terms of office are short and responsibility is divided. No plan or policy extending beyond one term of office can be counted on for proper execution. Good men tire of the official life and decline re-election, or perhaps fail of it, if renominated. Frequent changes of political complexion bring constant changes of policy and we have as a result a continuous patchwork of government. I am not here to condemn any official, but they must undoubtedly deplore the system. The public officer has my profound sympathy. I have had my experience, and I know the trials. I know how good motives are misunderstood, and how slow is the return for any good endeavor. No good business man would ever dare undertake a great enterprise if met by such conditions as confront the public officer. City officials would not dare to advocate the taking over of the great utilities if the extravagance or failure of the project involved a financial loss upon them, as it does in their private undertakings. Who would dare to take the risk?

On the other hand, our public utilities as now conducted are recognized by the public and the stranger as better than the average. The city official is the principal one to condemn them. They are well managed and honorably conducted by the most reputable citizens under a continued policy and upon civil service principles. They are all conducted by officers of many years experience, and some have directed these affairs for twenty and thirty years.

CITY MANAGEMENT.

When we are told that the city can manage these utilities better, and are given alluring pictures of how much can be saved to the people, we must not be mislead by the seductive allurements of first figures. Every man knows that he cannot possibly foresee the end in a great enterprise. Few men can build a house, or indulge in any scheme, even under their own best management, and come out according to the first estimate.

Under city management the situation is far more uncertain and we must look at great municipal ventures with exceeding caution. We are in the position of the little girl who, hiding behind her father's chair and trembling with fear at a big mastiff, was told by her father not to be frightened, for did she not preceive that the dog was wagging his tail? "Yes," she replied, "I see his tail go, but that was not the end I was afraid of."

OUR NEW CITY HALL.

We judge what people can do, and what they are likely to do, by what they have done, and not by that which they say they can do. Let me eite just one instance of what San Francisco has done. She has built a City Hall. On April 4, 1870, the Legislature passed an enabling act providing for the sale of the City hall lots in Yerba Buena Park, and for the construction of a new City Hall, at a cost not to exceed \$1,500,000, the building to be erected and completed within three years of the passage of the act. Everything looked serene and the mastiff wagged his tail good naturedly. The building was turned over to the City July 1, 1899, not in three years, but after more than twenty-nine years, and the mastiff had bitten us to the tune of \$5,723,987.00, nearly four times the estimated cost. Can we do any better if we undertake a twenty or thirty million dollar enterprise now? There are no better business men nor more upright and honorable gentlemen now than most of those who served for twenty-nine years on that City Hall Commission. Is it not better then to bear the

trifling ills we have from the great utilities in their present hands, than to fly to these far greater ones that we know not of? It is the "other end we should be afraid of"

KANSAS CITY WATER WORKS.

Some years ago Kansas City wanted its own water works, and authorized the issuance of bonds for its construction. City Engineers estimated a cost of \$2,000,000, and valued the old works at no more than that sum. The courts declared that, on account of the conditions, the city must purchase the existing works; and equity demands that a city should not utilize a property of this kind at its convenience, and without good reason seek to destroy the property by the construction of something to take its place. The owners in Kansas City declined to sell for two million dollars, and the Court appointed appraisers who awarded two and a half millions. The owners declined to accept this decision, but carried the case to the U.S. Supreme Court which raised the valuation to three million dollars, and that was "the other end" in Kansas City, after long and expensive litigation.

SANTA ROSA WATER WORKS.

Our neighboring City of Santa Rosa wanted its own water works and by special election in 1893 voted to issue \$165,000 in bonds for the construction of the same. Bids were called for and two were submitted; one for 164,500 and another for \$161,000. It afterwards proved that there was collusion between the bidders and the successful bidder was to sublet the job to the other for a sum "not to exceed \$120,000." The Courts were called in and the bonds were declared void by the Supreme Court, and new ordinances and bonds issued. There was continuous litigation. The City Council repeatedly changed the plans, always in favor of the contractor, to the extent of \$9,000. The pumps had to be altered and moved at an expense of \$4,600. The Council released the contractor from his forfeit, and returned to him his deposit check for \$10,000. The reservoir cracked and leaked when the water was turned in, and extras were granted to the amount of \$1,286 covering work which was in the original specifications.

On January 2, 1896, the Council hastily accepted the works, to preclude the filing of suits to prevent. At this time the private water works had 1050 connections. The city attempted to supply 650 of these consumers and failed, and during the first ten months became a customer of the old company to the extent of nearly \$1,200.

The judgment of the Supreme Court was that the original contract was null and void and the City absolved from all liabilities; that the bonds were unlawfully and fraudulently disposed of, and the Mayor, Council, Treasurer and Contractors liable in the sum of \$165,701.25. It was decreed that an accounting should be had of the actual value of the works and the judgment entered against the ollicers and contractors for the difference between a proper valuation and the sum of \$165,701.25.

Judge Daingerfield, presiding in the case, found that the works could probably have been built for \$79,000 and were worth much less because of faulty construction. A jury, however, was found that was able to value the works at \$190,000. But "the other end" in Santa Rosa is not yet, for a suit for \$100,000 damages against the city has quite recently been entered by the old Company.

BOSTON.

The good city of Boston yielded recently to the seductive wagging of the mastiff's tail and attempted many reforms in the direction of municipal ownership. She established bureaus of stationery and printing, carpenter work, electrical construction and repairs, and even an ice plant for cutting and storing ice for the drinking fountains. It was the highest ideal of municipal ownership ever attempted in America and established under a Mayor of unquestioned character and ability. It took but two years to discover "the other in Boston and when the mastiff was unloosened from his grip, the city found that her ice had cost sixty dollars a ton, when the ordinary rate was from two to three dollars, and every one of her bureaus was costing her from 25% to 50% more for their results than if she had depended upon private ownership. There was no embezzlement, no charges of genuine dishonesty, only natural municipal waste and extrava-gance. The new Mayor asked the head of a Bureau

to tell him how many men could be spared without any harm to the efficiency of his Bureau. The next day he brought a list covering one third of his force. The Bureaus have been closed down and the estimated saving in the first six months was between \$500,000 and \$600,000.

PHILADELPHIA GAS WORKS.

Philadelphia owned her own gas works for many years. They became sadly neglected and were costing the city \$400,000 a year. The property was leased to private ownership in 1897 for a period of thirty years with a privilege of cancellation in ten years, five million dollars to be spent upon the property in improvements within three years and diffeen millions during the term of the lease. The gas rates were to be reduced gradually during the term, to the total extent of twenty-five per cent. The city now has all its streets and public boildings lighted free and is in receipt of an income of about \$300,000 a year.

ST. PETERSBURG TELEPHONES.

Last month a telegram from St. Petersburg announced that the telephone system hitherto operated by the State would be sold by public auction on November 20th.

We see therefore that the pendulum in many places is on the backward swing.

One of the greatest claims in behalf of public ownership is that it will remove the great corrupting power of the wicked corporations. The loudest advocate of this cause in our present city government says in italies in the October number of our "Review"—"First and Foremost, public corporations operating municipal franchises are the greatest corrupting element in municipal life." He says further that "The City Council must not be led into temptation." It requires two to make a bargain, and the corporation was never made that could bribe an honest man. If we are to lead our city council out of temptation by giving them millions more of property to care for and thousands of men to employ we are taking the longest way around to do it.

This shifting of responsibility for individual sins is an old and threadbare excuse. It began with the first man in the Garden of Eden, who, when he found that his apple had disagreed with him, said to his Lord that it was the fault of the "wowan thou gavest me." That kind of an excuse is no more creditable to-day than it was then.

INOREASING CITY EMPLOYEES.

The Market St. Railway employs 2,225 men in ordinary times. The Water Company from 300 to 500 according to the work on hand and the Gas Company as many more. Does any business man believe that these 3,000 men regularly employed (and 4,000 in emergencies), could be as well controlled and directed as they are now, under the best possible municipal administration that can be obtained? Would it not require as it does now in city work, at least 50% more men to obtain equal results? Shall we lead our City Council out of their temptation by giving them the care and employment of these men? Shall we lead them out of temptation by giving them the direction and ownership of this sixty millions of property?

PUBLIC OWNERSHIP OFTEN A SUCCESS.

No fair minded man can ignore the fact that public ownership has in many,—very many,—places proved a complete success, but it never occurs without honest management, good technical skill and the best of civil service. If it is said that I quote no case of successful public ownership and many of their failures, let us remember, that it is the bogs and the pitfalls only that we have to fear, not the smooth casy paths; that it is the seductive apple, the alluring women, the tempting office and the wicked corporations, all of these we must learn to stand up against. We need not worry about our virtues, they will take eare of themselves. It is our faults that we must ever strive to correct.

No matter how great has been the success of public ownership in many eases, may we not conclude for San Francisco from the sad experience of those who are glad to recede from it, from the fact that we already have the chief advantages without any of the risks and from the fact that we have not yet learned to conduct our present affairs economically and well, that public ownership here may properly and wisely be indefinitely restracted.

be indefinitely postponed.

We are not badly oppressed under the present conditions and we are not in a position to perform the work better. The city needs other things very much more, She needs better schools, streets and sewers. She needs a new Quarantine Officer. She needs a more friendly harmonious action among each other. She needs to go on a milk diet—the milk of human kindness—we want to stop finding fault with each other, and to make the best of things. We went to work together for good and we want the newspapers to work together to help us. We are not half as bad as we make ourselves seem. Officials are not all corrupt and corporations are not all thieves. Every good deed helps toward the great city—a little at a time. Every selfish mean act and every unnecessary advertising of our sins hurts the city—a little at a time, but an injury all the same.

SAN FRANCISCO POSSIBILITIES.

If I owned San Francisco, and had unlimited credit, I would not think of buying ont or assuming the care and expense of the public utilities. The public is not oppressed by them, and they are already under control. There are sixty or seventy millions already invested in them, and I would take the benefit of it. If I took it away from them, much of that capital would disappear from the city. I would sit down with these wicked people in a fair and honorable spirit, determine between us what would be just rates to insure them 5% income on their investment, and agree upon a rate for twenty years. I would stop "nagging" them, and let them alone. I would, however, watch them to see that they kept pace with the future requirements.

future requirements.

I would borrow a hundred million dollars—from Mr. Spreckels or some one else—and start in to make San Francisco what she ought to he—one of the largest and most beautiful cities on the globe. I would spend five millions on the water front, and invite the ships of the world to come to us. I would have the streets so fine and clean that even Paris would come to see and enjoy them. I would have every pipe and wire carried in open tunnels beneath the sidewalks, and the streets should be undisturbed. I would have trees and plants and flowers to heautify the city in every direction, till it became one of the "show" places of the world.

Last year 240,000 people crossed from this country to Europe. Four-fifths of them were Americans going ahroad to spend money. They spent there not less than two hundred million dollars. Iuside of ten years I would have half of them coming this way. Inside of twenty years I would have 100,000 American visitors and 50,000 foreigners. If they spent two hundred dollars apiece I would have \$30,000,000 a year income from them alone. San Francisco would show her speed and the population and its business would double in two decades.

When the Almighty excavated this wonderful bay he provided dock and harbor facilities for ten thousand essels, and He expected us to build and use them. When He surrounded it with these beautiful hills, He looked down and beheld that it was good. not expect us to claw them away and slice them up. He expected we would know enough to preserve and beautify them, else they would have been given to Chicago or New Orlcans, where the people would pay a hundred millions apiece for them. When Provia hundred millions apiece for them. When Providence fed our hay hy her bounteous rivers flowing from magnificent mountains through the richest and most fertile of valleys, it was helieved that we would learn to utilize these waters and not permit them to go to waste and destruction. When she gave to California (and to no other people on earth), the Red-wood of the Coast and the Sequoia of the Sierra, which even with omnipotent power required from one to seven thousand years in construction, it was expected there would be a wise and intelligent people here to care for and enjoy them. When we are given the vine and fig tree, the orange, lemon and olive, fruit, flowers and grain—enough for ourselves and half the world besides,—it is expected that we will become a happy and industrious people upon this wonderful garden spot. It was prepared for the wisest and best people on earth.

Suppose we endeavor to live up to those expectations. Let us justify this wonderful heritage and whether we in San Francisco own our water, gas and railroad properties, or only control them, is not of the slightest consequence if we can only learn to live together in peace and harmony, enjoying the blessings we have and bringing blessings to each other, with a hand and a heart turned against no man, and with charity to all and malice toward none. Then indeed shall we find it easy to build up a great and heautiful city for a happy and prosperous people.

ADDRESS BY HENRY WEINSTOCK

Member of the Merchants' Association.

Mc. President, Members of the Merchants' Association:
There is no better way in striving to reach a fair-

minded, intelligent conclusion upon any question than to array against it every possible objection.

If valid objections thereto cannot be overcome, and evil is likely to follow from its adoption, the next question that should present itself is whether the good or the evil it will hring with it is likely to be in the ascendancy. If the good to follow is likely; to overbalance the evil it is clearly a measure worthy of adoption. If the evil is likely to be greater than the good the measure should be abandoned.

WHAT ARE THE OBJECTIONS?

In this spirit then let us list the objections raised against the municipal ownership of public ntilities, and see whether or no we can fairly combat them, or failing in this, whether we can show that the blessings such policiy will bring with it are likely to be greater than the accompanying evils. The first objection which presents itself against the proposition is that a heavy tax must be levied upon the people for the purchase price of such utilities; a tax which cannot but prove burdensome and often unbearable.

2d. That it robs private individuals of the opportunity of engaging in such undertakings.

3d. That public utilities once municipalized means that, so far as those utilities are concerned, those employed in them can never become owners or principals, but must always remain paid underlings with little or no opportunity for initiative.

4th. That such a policy is in the direction of Socialism; a movement which it is held is dangerous and should be frowned down and discouraged.

5tb. That it destroys competition and leads to monopoly, and that if private monopoly is bad and tends to excessive charges, poor service and indifferent treatment, public monopoly will lead to the same results.

6th. That under municipal ownership the cost of management would be most excessive. That political bandling of public utilities would mean corrupt, incompetent and extravagant management and hence, most burdeosome to the people and most injurious morally to the body politic.

Let us take up these objections fairly and squarely and see if they will stand the test of analysis.

ANALYSIS OF FIRST OBJECTION.

The first objection is that "a heavy tax must be levied upon the people for the purchase price of such utilities, a tax which cannot but prove burdensome and often unbearable." Someone was kind enough to send me a recent number of a current magazine containing a marked article by Mr. A. S. Baldwin on the question of the wisdom of the city of San Francisca buying the plant of the Spring Valley Waterworks. The article was most able and very clearly written and the writer made plain that, for a time at least, the taxpayers of this city would be better off under present ownership than as owners of the water plant.

The weak spot in Mr. Baldwin's article lies in his failure to point out that the difference between the \$240,000 taxes now levied each year for water used for city purposes and the \$100,000 each year to be levied, should the city absorb the Spring Valley Waterworks, would go towards payment of the plant and that at the end of the 40 years the plant free from encumbrance would belong to the people. In other words that the difference between the present and the proposed water tax would be turned into a permanent investment and not, as the reader of his article might infer, prove a mere expense to the tax-payers with nothing ever to show for it.

WATER RATES.

Mr. Baldwin points out that at present the water rates are fixed so as to allow the Spring V lley Water Co. 5% interest on the \$26,000,000 value of its system, which is equal to an annual tax of \$1,300,000. He figures that under municipal owner-hip a tax would have to be levied to allow 3½" intere to not a probable purchase price of \$30,000,000, which calls annually for but \$1,050,000. This aiff rence between 5% on \$26,000,000 and 3½% on \$30,000,000 in itself means a saving to the taxpayers of just a quarter of a million of dollars each year.

The city of Glasgow charges its water takers at the rate of \$50 per million gallons, and out of this charge, nets \$200,000 a year, which is placed in the sinking fund. As pointed out by Mr. Baldwin, the water takers of San Francisco pay at the rate of \$200 per million gallons, or four times as much as the water takers of Glasgow pay; and not one cent of this goes into any municipal sinking fund.

Glasgow also owns its own gas works. From \$1.14 per thousand feet charged in 1870, it has made voluntary reductions in rates, until for several years past the rate has been 60c. Despite the fact that the price of gas-making coal has increased, it has constructed four immense establishments and accumulated a sinking fund capable of paying off capital indebtedness as it matures.

OBJECT LESSON IN SACRAMENTO.

But we need not go so far as Scotland, nor even so far as to any other state in the Union for an object lesson of successful public ownership. We have a marked object lesson in our capital city of Sacramento, which has owned its water works for several decades.

The last fiscal report for that city shows that it has cost \$20.50 per million gallons to furnish water and that householders have been charged at the rate of \$50.00 per million gallons. This has left a profit of nearly \$30 per million gallons, aggregating over \$60,000 for the year. This sum through lessened taxation has gone back to the people.

Sacramento water takers have thus been taxed but a trifle over \$20 per million gallons. This charge includes the cost to the city for street sprinkling, flushing of sewers and fire purposes.

According to the figures furnished by Mr. Baldwin in his article from which I have quoted, the people of San Francisco are taxed for private and public use at the rate of \$200 per million gallons.

The San Francisco water taker under private ownership thus pays ten times more for his water than the Sacramento water taker under public ownership.

"But does this \$20 per million gallons include charges for interest and for part payment of the principal?" I hear some ask.

No, I answer, hecause there is not interest and no principal to pay. Those were paid years ago, nor does your \$200 per million gallons go for part payment of the principal.

But even though we valued our plant at \$1,000,000, three and a half per cent interest thereon would still leave a surplus of twenty-five thousand dollars and the cost per million gallons would even then not exceed \$37.50 per million gallons. Just one quarter the price paid by the San Francisco water taker.

The San Francisco water taker may go on paying at the rate of \$200 per million gallons for a hundred years and under private ownership, can never hope for a lessened rate.

"But is your water good?" I hear yet others ask. Yes, despite its muddy character, which is overcome by home filteration, it is a better and purer water than that furnished San Francisco where filteration is considered imperative.

"But is your comparison fair?" I hear yet another ask. Is it not true that Sacramento simply pumps her water from the river running past her doors and sends it through pipes running along level streets. Whereas, to supply San Francisco the water must be stored in reservoirs and transmitted for a distance of thirty miles and then distributed up and down the hills of the city."

True, I answer; but should all this cost the San Francisco water takers ten times more than the Sacramento water takers? Despite all this should you as a San Franciscan pay ten dollars for as much water as the Sacramentan gets for one dollar? I leave it for you, my friends, to answer.

A PRACTICAL ILLUSTRATION.

In order to test the question as to whether it pays a city to own its own plant, let us, as an illustration, assume that the city wanted a public utility that involved an outlay of \$100,000 for a plant. Let us further assume that it had the choice of having such plant constructed by private capital on a forty-year lease, at a rental on a six per cent per annum basis, or of borrowing \$100,000 for forty years at six per cent interest, a fortieth part to be paid off each year, and constructing and owning its plant. Let us see which of these two plans it would, in the end, be better off.

As a tenant the city would be taxed but \$6,000 a year. As owners it would have to pay annually for forty years, \$2,500 on the principal, and for the first year \$6,000 interest. The first year the people as renters could be taxed only \$6,000. As owners they would be taxed \$8,500 for principal and interest, Clearly, from a taxpayers standpoint, the plan of renting would seem the more favorable. The second year, however, the amount to be collected for principal and interest would be but \$8,350, and each succeeding year, by virtue of the diminishing debt, the interest to be paid would be lessened by \$150, until for the fortieth year there would be payable only the last installment of \$2,500 on the principal and \$150 interest, a total of \$2,650.

The average annual payment as owners for principal and interest for the forty years would be but \$5,500 a year as against \$6,000 a year as renters with the further fact that at the end of the forty years the city as a renter would have nothing whatever to show for its payment of \$6,000 a year, whereas, as an owner it would have the plant free from enumbrance.

What would you do as a private citizen, pay \$6,000 a year rent or an average of \$5,500 a year principal and interest and feel at the end of forty years you or your estate would own the property.

If the heavier tax that must come in the earlier history of such purchasing on the installment plan is an evil, then municipalities should never become owners of anything, not even of their own city halls, or school houses, or engine houses or other necessary properties. They should forever remain tenants for all these things.

ANSWER TO SECOND OBJECTION.

In answer to the second objection that, "it robs private individuals of the opportunity of engaging in such undertakings." It may be said that if this city should engage in the lighting business for example and thus practically establish a public monopoly it would certainly be in the nature of a commercial misfortune to the private owners of public lighting plants, but so long as it would tend to a public good and prove a benefit to the greater number, the private owners of the lighting plants would have no greater grievance than the stage coach owner had in the past, when his coaches were replaced by railways, or the compositor, who in the interest of the greatest good to the greatest number, was replaced by the type-setting machine.

Society would soon miss the owner of a lighting

plant no more than it to-day misses the former maker of tallow dips or the maker of shoes by hand.

THE THIRD OBJECTION.

As to the third objection that the municipalization of public utilities means that those employed in them must ever remain paid underlings with no opportunity for exercising the power of initiative, the answer is that if such employee lacks initiative he deserves to remain an underling. If he possesses it, he is sure to forge his way to the front in municipal service or in the development of some other factor of usefulness. In a country such as ours with its boundless resources as yet but partially developed, opportunities, for a long time to come, are not likely to be wanting, somehow, somewhere for the exercise of all the initiative one may possess.

SOCIALISM AS AN OBJECTION.

The fourth objection is that,—"The municipal ownership of public utilities is in the direction of Socialism, a movement, which, it is held, is dangerons and should be frowned down and discouraged."

It's true that all Socialists favor the municipal ownership of public utilities, but all who favor such ownership are not Socialists. Socialism preaches against the taking of profit, rent and interest. Municipal ownership would mean paying a profit on the price of such public plants, it would mean paying interest on the money borrowed to purchase such plants and the charging of rent whenever any part of its premises or its plant were to be sublet, and hence, would not be in accordance with the doctrines of Socialism, but in direct violation of them and therefore not Socialism.

COMPETITION AND MONOPOLY.

The fifth objection is that the municipal ownership of public utilities destroys competition and leads to monopoly; and that if private monopoly is bad and leads to excessive charges, poor service and indifferent treatment, public monopoly will lead to the same results. Let me say right here that in common with the Socialist I am opposed to private monopoly; and against the spirit of the Socialist I am in favor of the competitive system. I am opposed to private monopoly because man at his best is arrogant, grasping and tyranoic. Give him unlimited power, and even though naturally he have the wisdom and the goodness of heart of a Marcus Aurelius, he will, like that great Roman Emperor, perseente those who differ from him, and impose on the weak if they do not bend themselves to his will.

Let the best among us be given a monopoly, and the basest rather than the highest within ns is likely to be brought out. We are apt to find ourselves looking npon the rest of the world as fitted only to serve our purposes and worthy of little consideration. We are likely to develop into supreme egotists, and to feel that ours is divine flesh, and that the rest of the human family is made of very common clay, indeed. From the standpoint of manliness no greater misfortnne could hefall us than to become monopolists, Our higher senses would, sooner or later, become stunted and blunted, and our baser instincts would become thoroughly developed. What others would render us we would look upon as our due. What we would render to others we would regard as a matter of favor on our part for which we are entitled to the fullest evidences of gratitude and homage.

PRIVATE AND PUBLIC MONOPOLY.

Let us be grateful that the road to monopoly in this country is most hard, and let us express the hope that as time goes on, it may become still harder. The difference, however, between private monopoly and public monopoly is very great. In the first place the excessive profits of private monopoly would go into private pockets for the benefit of the few and at the expense of the people. The profits of public monopoly, if any, would go into the public treasury for the henefit of all.

It is true that nnder public monopoly there may be poor service and indifferent treatment; but if so, the remedy lies with the employers of such poor public servants, the people who have the power vested in them of punishment for neglect or wrong doing, and the power of removal for incompetency. But in the case of private monopoly the public is helpless. The monopolist, in the language of old Vanderbilt, can well say, "The public be damned," and the public can do little in the way of obtaining relief. Imagine the

supply of coal, for example, absolutely in the hands of a private monopoly, and it does not take a great stretch of the imagination to do this, and what control would the provide have of the price or service?

would the people have of the price, or service?

Imagine such monopoly in the haods of the city or State, and the people would have control through their representatives of both the price and the service. In the one case the people would be the slaves, in the other they would be the masters.

COST OF MANAGEMENT.

The sixth and last objection stated is that under municipal ownership the cost of management would be most excessive, that political handling of public utilities would mean corrupt, incompetent and extravagant management and, hence, most burdensome to the people and most injurious morally to the body politic.

This is the most serious of all the objections raised against municipal ownership. If this objection cannot be overcome then the thought of municipal ownership of public utilities should be abandoned.

It is but too true that ours is a most paradoxical

It is but too true that ours is a most paradoxical government. With a national government which for efficiency and general good management commands the respect and admiration of the world, with many State governments that are wisely and economically conducted, the fact remains that no cities in the world are so poorly or extravagantly governed as are the generality of American cities.

The people of no other cities pay so much and receive so little for their money as do the generality of Americans living in cities. In the face of these indisputable and deplorable facts it would seem like folly if not madness to advocate aggravating existing evils and heaping political sins upon political sins by placing public utilities under municipal control. As well give him other estates to mismanage who is already mismanaging those under his control. As well give him other undertakings to loot who is now robbing the undertakings already under his charge.

It is an easy matter to point to numerous dismal failures which have taken place in various cities where numerical ownership of public utilities has been tried. It is easy to cite Boston, for example, where a recent city administration municipalized many public utilities and had its own work and repair shops and bought nothing that it could make for itself, and where a brief experience of that policy brought out the fact that the city was paying for such privilege from fifty to three hundred per cent above the cost paid to private contractors.

All this on account of padded and dishonest political pay rolls and loose and incompetent industrial management. It can further be shown that to manage a public utility wisely and profitably demands expert knowledge, careful economy and common honesty, and that not any of these things can be hoped for in municipal affairs under the spoils system of our great political parties. That all this cannot be denied is, alas, but too true, and if such is to remain our permanent political conditions then there is but a sad future in store for our cities, and the years which are to come will have a still blacker political municipal history.

VIEWED AS A PESSIMIST.

As a pessimist, I should find it an easy task to paint a dismal picture of our future municipal governments. I could plausibly point out that in municipal affairs the average American citizen is most indifferent. That he is too busy seeking profit or comfort or pleasure to trouble himself with local politics. That it is cheaper and more convenient for him to pay the heavier tax caused by bad city government than to give the time and take the trouble demanded to bring about good city government. As a pessimist, I could point out that the average American citizen is becoming more than ever a slave to the almighty dollar and a devotee of comfort and pleasure and hence, is less and less likely to take an interest in city politics. Thus could I show that municipal affairs are likely to continue to grow worse rather than better and that the future has in store but an aggravation of existing municipal evils.

VIEWED AS AN OPTIMIST.

As an optimist, with strong faith in the American people, I prefer to draw a different picture of our municipal future. I see hefore me very different municipal possibilities and probabilities than does the pessimist. I see an important step towards political progress made by the adoption, years ago, of the Australian ballot, the enactment of the purity election aw, the legislation in the direction of primary laws

which shall checkmate and destroy at the polls the power of the political boss. I see an earnest effort being made by cities to adopt civil service in municipal departments. I see a growing and a deeper interest in local politics being taken by many citizens who in the past considered it heneath their dignity to attend a political caucus or primary. I see all this in the air and it gives me increased faith and hope in the future. What is needed, however, is to accelerate this movement and to hasten the day when our city governments shall be among the best and purest in the world. The people of this nation, above all other people, have the brains and the ability to conduct such governments. It is simply a question of getting the right men in the right places.

Given an honestly conducted, well managed municipality and the objection to municipal ownership of public utilities would largely, if not entirely, dis-

appear.

CAUSE AND EFFECT.

The question here arises, is good government likely to be the result of municipal ownership of public utilities, or is the owoership of public utilities likely to be the result of good government? Which is the cause and which the effect? The seemingly logical answer would be that good municipal government must be the cause, and municipal ownership of public utilities the effect. It seems natural to say in a conservative spirit, "Let us wait until we have good city government before we experiment with municipal ownership." This may be prudence but it is not progress. This may be the safer plan, but is it the wisest plan? Some one has said that the greatest enemy of this republic and the greatest enemy of our municipalities is not foreign foes, nor internal rascals, but the political indifference of its better citizenship. If this be true, then the remedy lies in wiping out such indifference and arousing a deeper, keener interest in all that affects the political welfare of the community.

TAX RATE AND CAUCUS.

I have heard good, substantial citizens, on taxpaying day, growl and snarl and swear at the tax rate and vow that it was all wrong, that public affairs were dishonestly conducted, and that the people were being robbed. I have known such citizens to go away from the tax collector's office, and in a day or a week, or at most, a month, forget all about it and lose all interest in the matter until a corresponding day a year later when they would again go through a similar performance, only to again forget it all.

In their minds there seemed to be no connection between the tax rate and the political caucus. Yet the citizen's neglect of the caucus, is as a rule, the cause, and a high tax rate the effect.

EXCESSIVE DAILY CHARGES.

While the average citizen may with sulleness and ill-nature submit to paying excessive taxes once a year, how many, think you, would long submit to excessive daily or weekly or monthly charges, for light, for water or for street car fare? Especially if such excessive charges should be caused by dishonesty or incompetency and more especially, if the remedy for such evil should lie within the citizens power. Must it not be plain that every time the citizen took a ride on a street car owned by the city and was called upon to pay a needlessly high fare, or receive poor service, that he needlessly high fare, or receive poor service, that he would register a vow to raise his voice in strong protest at the first public opportunity. Is it not most likely that when presented with his weekly or monthly bills for light or for water furnished by the city, should he find the charges unreasonable or the service poor, that he would be heard from at the first political caucus? What more effective method can be conceived for enlisting the hearty, earnest and watchful interest in municipal affairs on the part of the high and low, rich and poor than by keeping them in touch with its management not once a year, but monthly, weekly and daily?

The greatest number of wars the world has seen were caused by excessive or unjust taxes. The greatest war against bad city government would be brought about by excessive or unjust municipal charges for things needed daily by every voter and in

every household.

I do not deny that were the city of San Francisco, for example, to absorb to-morrow every public utility, that, for a time, there would follow poor service and excessive charges. Municipal ownership would have to pass through the conventional experience of childhood. It would have to experience, so to speak, its attacks of measles and whooping cough and scarlet

fever and all the other ills to which childhood is heir. But as the result of these maladies, as a result of high charges and poor service, would spring a movement from the people and by the people that would sweep away every vestige of political hossism with its system of spoils and corruption.

AROUSE CIVIC INTEREST.

The accentuated evils to which the people would be subjected would arouse in them an interest in municipal affairs hitherto impossible to awaken. They would discover that to get their money's worth and to enjoy the benefits expected from municipal ownership of public utilities, such utilities must be managed with the same skill, intelligence and honesty demanded and, as a rule, secured by private undertakings.

THE MERIT SYSTEM.

It would be but a short time before experts and specialists would be chosen and retained as managers of such public utilities and before civil service in its higher and better sense would be permanently established. Men would be chosen for fitness and retained in public service on good behavior, and cities would be conducted on the basis that they are merely great business corporations. Thus, would indifference on the part of the better citizenship to municipal affairs be turned into the deepest and most active interest and thus would bad city government be turned into the highest form of good city government.

The same energy and brain power which has made this the mightiest among nations, if properly directed, will make our cities the most desirable living places, the most economically and scientifically governed among the cities of the world.

"But where would you draw the line?" I hear some ask. "If it is wise for the city to own its own water works and lighting plants and street railways, why should not the city own its drug store, its dry goods establishments and its undertaking shop?"

NATURAL MONOPOLIES.

My answer to this is that I would draw the line at what are known as natural monopolies. By natural monopolies I mean such enterprises calling for municipal franchise, and where private monopoly is possible. Where competition is possible, municipal ownership offers no advantage. The law of competition will in itself insure the public the lowest cost and the best service. No man or body of men can establish a private monopoly in the drug or dry goods or hardware business, but monopolies have been and can be established in public utilities.

There is but one escape from such monopolies and that escape lies through public ownership.

CONCLUSION.

I have not reached this conclusion as a result of hasty or ill-digested thought. The time was when I strongly opposed such public ownership. Years of reflection, observation and reading have gradually led me to modify my views, and finally to become a convert to the doctrine that municipal ownership of public utilities is conducive to the greatest good of the greatest number and is likely to prove a most powerful lever toward bringing about the highest and best nunicipal government.

ADDRESS BY PROF. EDWARD A. ROSS

Formerly Professor of Economics and Sociology of Stanford University.

Gentlemen of the Merchants' Association:

I beg you to observe that I am not talking to the question, "Shall San Francisco municipalize her water, light and street transportation?" That is of course the question you are considering; but it is not a question on which I feel prepared to furnish expert advice. What San Francisco ought to do depends on her own experience and circumstances, and can be ascertained only by a thorough expose of the local situation which would require more time and facts than I have at my command. I have, therefore, resolved to confine myself to the general subject of municipal ownership, and to lay before you those principles and facts which should guide you when you come to consider the policy that your city ought to pursue.

PUBLIC UTILITIES.

When we speak of "public utilities" we have in mind certain local businesses which are monopolies, namely, the supply of water, light and street transportation. Their monopoly character is the sole justification for regulating or undertaking these businesses. If the price of such services were regulated by the ordinary pressure of competition, the municipality would no more concern itself with water or gas supply than it concerns itself with the supply of coal or bread. The fact that the municipality itself is a large user of water and electric light is not the true ground for interference. The fact that water and gas companies must dig up the streets in order to lay their mains, and that the street railway must occupy a strip in the middle of the public highway, compels such companies to apply to the city government for a franchise to use the streets in this manner. But this is only the legal occasion, and not the true ground, for interference. If these businesses were regulated by competition, we should perforce commend the old practice of American city councils of presenting franchises to any one who applied for them.

THEY ARE MONOPOLIES.

Let us, then, be frank. Not that the municipal corporation is a heavy consumer of water or light, not that the public service companies need special privileges in the use of the streets, the property of all—not this is the reason for meddling with them. But that they render necessary services to the public and

that they are monopolies. Whatever municipal consumption or the use of public property may afford in the way of plausible exense, the time has come to avow frankly that the monopoly character of the public-service businesses is the true and adequate foundation of a public policy in regard to them.

WHY THEY ARE MONOPOLIES.

The reason why water and gas supply are monopolies is that they are provided in large quantities more cheaply than in small quantities, and that they are distributed through an expensive system of pipes. If gas could be shipped in from a distance and retailed in sacks like flour, if water were distributed from wagons as ice is, there would be no monopoly. But the nature of the business is such, that competition. even when forced, is only temporary, and soon gives place to combination. In hundreds of cases towns have sought to avoid dear water or gas by giving a franchise to a rival company; but there is invariably a temporary war of rates followed by division of the field or combination. Moreover, the waste of duplicating plants and mains must finally come out of the pockets of the public in the form of higher charges. It is recognition of this principle which leads the Massachusetts Gas Commission to allow no competing gas or electric light company in the State.

In the field of street railways the merging of lines and companies into great syndicates has proceeded with such amazing rapidity in recent years that it is now rare to find more than one street railway interest in a city. This concentration of financial interest it is which has made the battle against the corruption of city councils by street railway companies year by year more desperate.

REGULATION OF PRICES.

Owing to the monopoly character of the public service businesses, there is no natural security that a citizen will get his service on just terms. The price a monopoly fixes is that price which will yield the greatest net returns. If demand falls off rapidly as the monopolist applies the serew of extortion, there is no danger of high prices. But if the monopolized article is a necessity, it is possible for the monopolist to lift the price far above a reasonable figure. And since water, light, and street transportation are every-

day necessities, an unregulated monopoly in the supply of them is certain to be oppressive.

No honest man, then, who recognizes that these businesses are monopolics can propose to let them utterly alone. No one who is neither an interested person nor a wild doctrinaire can deny that there is here a real problem.

TWO ALTERNATIVES.

The two alternatives to oppressive private monopoly are private monopoly under regulation and public monopoly. The corresponding policies are municipal control and municipal ownership.

MUNICIPAL CONTROL.

Let us examine first municipal control. Owing to the fact that all the public-service corporations need special privileges in the use of the public streets, i. c. franchises, it is usual to control them by inserting certain onerous conditions in the franchise grant. The franchise thus becomes an elaborate contract between the municipality and the public-service corporation. Some of the obligations strapped around the neck of the monopoly by this means are the following:

- 1. To make fixed annual franchise payments to the city treasury.
- 2. To pay in a fixed percentage of gross receipts or dividends.
- 3. To undertake cartain duties such as the paving or lighting of the streets.
- 4. To supply public water or public light on easy terms.
- 5. To serve ordinary users or consumers at prescribed rates.

FRANCHISE CONTRACTS.

Owing to progress and changing conditions, all such franchise contracts, however carefully drawn, cease, in time, to protect adequately the interests of the public. It is essential to efficient regulation, either that franchises either should run only for a short term, say twenty years (thus affording frequent opportunity for revision), or that the city should have the right to alter or impose conditions from time to time by proeccedings of a judicial character. The latter is the policy of Massachusetts. There the franchise is indeterminate and its terms may be modified on application from the municipality and after a hearing by the state commission.

GOAL OF MUNICIPAL REGULATION.

The true goal of municipal regulation is the exacting of such terms for the franchise as will shear away all the monopoly advantage of the gas company or the street railway corporation and leave it on a footing with competitive businesses, like a shoe factory or a cannery. It is to be left profitable, but no more profitable than other enterprises of equal scope and stability. Where, as in Philadelphia, we find that of the lines absorbed by the Union Traction Company two receive a guaranteed annual dividend of 75 per cent. on paid in capital, another 43 per cent., and eight others a dividend ranging from 40 to 20 per cent., it is certain that the municipal government has been lax or corrupt.

INFLATION OF CAPITAL STOOK.

Nothing excites public hostility so quickly as the open division of exhorbitant profits by public-service corporations. Hence the directors seek to hide these profits by inflating the capital stock over which they are spread. This paper screen is a means of making a royal 30 per eent, profit look like a modest 6 per cent.

Such inflation not only conceals profits from the careless eye but also petrifies them into permanent burdens upon consumers. The working off of these illegitimate scenrities upon innocent investors who have reaped no benefit from the inflation process, creates arrested interest and makes it ever afterward very difficult to readjust fares and franchise charges upon

an equitable basis. If the City of Philadelphia should hold its street railways down to a 5 per cent interest on their actual capital, it would have to intercept \$3,800,000 of dividends or more than twothirds of the carnings divided by the Pbiladelphia syndicate. It is doubtful if the courts would allow this virtual destruction of valuable securities. To capitalize monopoly profits is often tantamount to making them a perpetual charge upon the community. The prevention of over capitalization by regulating issues of securities is therefore one important feature of an efficient control.

Now if by dictating the terms of the franchise grant the municipality can lay so heavy a hand upon the public service corporation, why is there so much dissatisfaction? Why is this movement for municipal ownership sweeping over the land?

POLICY OF CONTROL.

The fact is control is perfect in theory but lame in practice. It ought to work, but too frequently it does not work. Could we install in our council rooms virtuous conscript fathers with an eye single to the public weal, the policy of control would fulfil every promise. But the heart-breaking series of experiences of franchise-stealing and franchise-evading, even within recent years since the public has become alive to this subject, warns us that the citizens cannot trust their servants to cope successfully with the agents of overgrown public service corporations.

At the head of the gas or street car monopoly are men privately selected for the sole purpose of protecting profits. Over against them at the head of the city government stands a body of men publicly selected for a great variety of duties of which the oversight of public ntilities is but one. The two parties are, therefore not fairly matched. The frequency with which the corporations defeat or corrupt the agents of the city elevates the process to the dignity of a natural phenomenon. We lament the corruption of government in our large cities but we do not see that the struggle of capitalists for rich franchises or the endeavors of companies to evade their contract obligations is an abiding source of this corruption. Let a great gas syndicate realize that the terms of its contract will be up for revision next year and that between two proposed settlements the difference to it is \$60,000 a year for fifteen years. Consider now how much money it can afford to spend to hire newspapers, to win over the local party organizations, to control primaries, to get its men elected, or to buy off its opponents. There is not a vein in the body politic in which its poison will not soon run.

It would not be so bad if it all came to the company getting a settlement on its own terms; but the evil does not stop there. Falsus in uno, falsus in omnibus. A council that will consent to a particular steal is fit for any and all steals. An alderman that will take a bribe from a street railway syndicate will take a bribe from anyone who presents himself. So it happens that not only do the franchise-seekers carry their point and win the right to bleed the public, but incidentally they rot municipal government to the very core.

ADVANTAGE OF PUBLIC OWNERSHIP.

Now the advantage of public ownership is that it destroys or dissipates this formidable private interest that is steadily at work to pervert or corrupt the guardians of the public interest. Says Prof. Bemis "Our rich and influential citizens whose financial interests as investors in franchises now prompt them to desire weak or corrupt government would under public operation have no financial interests at stake except as tax payers, and in that capacity they would desire efficient administration," It is true that when gas supply becomes a public business, the city is liable to be preyed upon by place-holders or place-seekers and by political rings composed of such persons. But 1

venture to say that all the spoilsmen that can cluster about any municipal department can apply not one quarter the illegitimate pressure that proceeds from the massive, concentrated, selfish interest of an opulent public-service corporation acting always as a unit, at the right moment, and along the line of least resistance.

THE BOSS IN POLITICS.

Says Albert Shaw, "The enormous snms of money contributed for purposes of political control by the corporations enjoying municipal supply privileges have given the boss system in its present form. And the boss system which in fact knows no distinctions in political party, is fast destroying state and municipal government as the steadfast and loyal servitor defender, and promoter of the public interest." We arrive then at the paradox that the municipality by taking over a public utility removes it from politics.

IS IT SOCIALISTIC?

The foes of municipal ownership insist that the public conduct of a business is socialistic; while its friends on the other hand hotly repel the charge. Both are right. The fact is a public business is not socialistic but it may conceivably become so. The socialist's criterion of public action is general benefit; the individual's criterion is general benefit within the lines of the competitive system. Now a public supply enterprise becomes socialistic in three cases:

- 1. If it gives users a benefit at the expense of tax payers.
- 2. If it gives tax payers a benefit at the expense of users.
- 3. If it gives public employes a benefit at the expense of users or tax payers.

To illustrate, suppose in a certain city it cost 80 cents to produce gas which a private monopoly sells If the city takes over the business and for \$1.50. sells gas at \$1.75 so as to benefit the city treasury, its policy is socialistic. If it sells gas at 60 cents, i. c. below cost, its policy is socialistic. If it pays its laborers in the gas works twice what their services would fetch elsewhere, its policy is socialistic. But if the city hires like a model private employer and sells gas at any price between 80 cents and \$1.50, its policy is not socialistic. And this is the only policy an American city ever adopts.

RELATIVE EFFICIENCY.

From an economic standpoint the choice between public enterprise and regulated private enterprise turns on the relative efficiency of public business and private business. On this point there seems to be no agreement for some statistics seem to show that private operation is the cheaper while other figures show as much for public operation. The matter in dispute into its elementary operations.

(a) The borrowing of capital.

(b) Purchase of real sectors. can be settled only by analyzing a supply business These are:

- Getting work done under contract.
- Purchase of materials and supplies.
- (c) Hiring of labor.

COMPARISON.

Now some of these operations are easier for the public authorities and others are easier for the private company. In the borrowing of capital the mu-nicipality has the advantage of the private corporation. It can float bonds at a lower interest seeing that the entire taxable property of its citizens is security, while the corporation has as security only its In the letting of contracts or the buying of land, the municipality and the corporation are about on the same footing. In the purchase of materials and supplies, the public almost invariably pays more than the private customer and the difference is divided between some public official and the favored dealer. Finally in the buying of personal services the public is far less expert than the private company. In the procuring of labor municipal undertakings seem to be synonymous with extravagance. The Philadelphia Gas Works, we are told, was turned over to a private corporation largely because of extravagance in the employment of labor. The politicians love to multiply places because thereby they add to their power to reward and maintain their "heelers" and "workers.' The labor organizations look with unanimity upon a policy that by multiplying the number of "soft jobs"

prospers their class even at the expense of other sections of the community. It is owing to the loading up of municipal departments with unneeded laborers that the contract system of paving or sewer building is generally preferred to direct employment.

CIVIL SERVICE.

It is true that the introduction of efficient civil service rules in the selection of municipal servants tends to lessen the interest of politicians in creating places. They do not care for a large number of berths if they cannot name the occupants. They have little interest in jobs when they find the civil service examinations shutting out their own henchmen. They cannot levy assessments from city employes if they no longer have the power to turn them out at will. But let it not be supposed that civil service reform coupled with tenure of office places the municipality at once on a par with a private employer. The cumbrous artificial methods which are necessary to rescue us from the spoilsmen are never adopted by a street railway company. With it the taking on, promoting, and discharge of men is altogether more simple and practical. I fancy if a street car company and a municipality were given the same sum and directed to assemble with it a corps of conductors, gripmen and power-house men, the former would be found at the end of the year to have employes not only greater in number but also more efficient and rendering more valuable services.

I would furthermore remind you that the merit system, while it has lessened the politician's demand for the creation of places, does not lessen the demand of the labor unions for short hours, good pay, and many places in municipal departments. Says Prof. Commons: "The unions do not strive to reward particular laborers, as does the politician, but to reward labor in general. They want an increased demand for labor, not a berth for a certain 'worker.' Against this demand the civil service rules bring no effective check."

A BASIS OF CHOICE.

We have now a scientific basis of choice between private and public ownership. A business like water supply that locks up most of its capital in buying land and water rights and in getting conduits and reservoirs built under contract is marked out for successful municipal ownership. This is why more than half our cities own their water works, and the percentage is steadily increasing. This is why also the changes from private to public ownership of water works are ten times as many as changes in the reverse direction.

In the supply of gas or electric light the outlay for materials causes operating expenses to bear a higher proportion to fixed charges and makes the business rather more doubtful for the municipality. But the almost universal failure to pare the charges of obstreperous lighting monopolies down to a competitive basis enables the municipality invariably to better itself when it breaks away from the private monopoly and supplies its own light. It is therefore not surprising that an eighth of the electric lighting plants of this country belong to the public and yield splendid results.

STREET RAILWAYS.

In the street railway business the city is at such a disadvantage as compared with a private company that the latter ought to be able to carry people as cheaply as the municipality can do it and still make a handsome profit. It is doubtful, however, if the corporations will abate the enormus profits the five cent fare brings them in the crowded streets of our large cities until they have been once thoroughly frightened by successful examples of the municipal operation of street railways. I cannot but think, therefore, that there will be sporadic cases of municipal streetear service before the private companies can be brought to the frame of mind which will tolerate a stringent regulation in the public interest. When that happens private operation may once more prevail.

THE ELECTRIC MOTOR.

Another consideration that divides me from those who think the municipal tramway is coming, and coming to stay, is the fact that the development of the electric motor in the last dozen years has carried this service beyond the confines of the municipality. That the bounding trolley car now filts away into the adjoining counties and connects a whole string of towns must give pause to those who bave regarded this kind of transportation as purely local. It is likely that the electric road is to be an intermediate form of transport slid in between the steam railroad and the public highway. If this he so it tells against municipal operation, for how can those portions of an electric

railway network which happen to traverse a city be efficiently managed apart from those portions which connect town with town or eity with country. But it does not forbid a strict municipal control. For the eity can exact payment for the franchise to lay tracks in its streets just as it now does in the case of a steam railroad. Moreover, it can reserve the right to prescribe the fare between any two points within the city just as now a state railroad commission reserves the rights to prescribe rates between any two stations within the state.

CONCLUSION

In conclusion I would urge that our cities adopt the expectant attitude. Probably lighting will more and more devolve upon the municipality. On the other hand the fact that nearly half the transway mileage of Great Britain is publicly owned and that the eighteen British cities that run their street cars report entire satisfaction, does not convince me that municipal operation will have the last word in this country. But surely our cities should keep their minds open on this question and be "prepared", as the French say, "for all eventualties." A stiff prejudice against public ownership certainly delivers a city into the hands of the public service companies; while a ready confidence in its own powers of self help makes it formidable and successful in asserting the interests of the public.

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J. RIOH'D FREUD,

EDITOR

Circulation, 6,000 Copies. Issued monthly at the office of the Association, Mills Building, 7th Floor, Rooms 7, 8 and 9. Telephone, Main 5945. FOR FREE DISTRIBUTION TO MEMBERS and others interested in municipal affairs.

POLICY OF THE REVIEW. No personal, partisan or sectarian question admitted to these columns.

No advertisements are inserted and no subscription price is charged.

Communications must bear the signsture of the writer.

Facts upon municipal affairs will be the first consideration of the Review.

Civil Service Upon one point all the speakthe ers at the annual dinner agreed. Key Note. The Civil Service system is absolutely essential to success-

ful public ownership. Municipal operation of any public utility without the merit system is doomed to inevitable failure. It is the essence of folly to imagine that water works or lighting plants can be honestly and economically conducted by a municipality dominated by the spoils system of party politics.

What are the cardinal principles underlying the successful management of a business house? They may be summarized in the four words: enterprise, discipline, efficiency and economy. These depend more than all else upon faithful and efficient clerks and employees. How are such assistants secured and retained? By following the simple rules that constitute the very basis of the merit system. They are appointed for their ability; advanced for their efficiency and only discharged for real cause. In truth, the successful merchant in his daily work is the best exponent of the methods of the civil service system.

Now, imagine a business house conducted npon the spoils system of party politics. Clerks appointed, not for their ability, but ou account of their political complexion or to reward service in a noninating convention. Employees selected because, perchance, they turned out in a procession with flaming torches or could muster some doubtful votes on election day. Clerks and employees such as these retained for their personal fealty and removed arbitrarily as soon as they cease to be serviceable to the political boss. What would become of any business operated upon such a schedule? Bankruptcy and failure would be the inevitable

What is true in this case of a business house is equally true of a private or public corporation. Water works and lighting plants are profitably managed by private corporations upon the same principles that insure success in a business house. Concede the practice of these principles to a municipal corporation, and public utilities could likewise be successfully operated. Such is in fact the history of every municipality in Europe or America that has succeeded in conducting any public utility. In truth, the condition of the principal cities of Great Britain, before the Municipal Corporation Acts of 1835, was far more deplorable than that of the worst American cities of to-day. The establishment of the merit system under those Municipal Acts of 1835 marked the beginning of the present model cities of Glasgow, Birmingham, Manchester and other leading municipalities of Great Britain.

Boston is often cited as an illustration of a striking failure in the management of public utilities, notwithstanding the existence there of the civil service system. An accurate examination of the official records shows that this mismanagement in Boston resulted from an inadequate working of the merit system. Large numbers of employees were literally smuggled into the various departments of the municipal service by artful evasions of the civil service system. Demands were made for classes of artisans whose titles were not in the civil service classification. The blunder in the case of Boston was in attempting to own and operate public utilities before all the employees to be engaged in such work could be regularly certified by the Civil Service Commission. It was, therefore, neither a fair test of the merit system nor of municipal ownership. It should, however, prove a timely warning against the imminent dauger of any municipality entering the vast arena of public ownership without the most careful deliberation and thorough preparation. It is an apt illustration of the familiar adage, "look before you leap."

It would be suicidal on the part of any

municipality to engage in the intricate task of ownership and maintenance of public utilities without having previously provided for the thorough application of the merit system in appointments, promotions and removals. To make the patronage involved in such undertakings the football of party politics would be to forestall possible success and invite certain defeat. If loyalty to party bosses is to be the test for the appointment of men upon public work, all hope of reducing municipal cost to the level of corporate price should be abandoned.

The framers of the Charter of San Francisco fully understood and appreciated this fact. The Civil Service article was incorporated to provide the machinery whereby the city government could be conducted on a business basis. The first duty, therefore, of the people of San Francisco is to see that the Civil Service provisions of the Charter are firmly intrenched in the city government and faithfully executed. Then, and not till then, should we seriously contemplate the gradual acquisition and ultimate ownership of public utilities by the city in accordance with the

HAPPY NEW YEAR TO YOU!

MERCHANTS' ASSOCIATION



REVIEW

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No. 53

GREETINGS FOR THE NEW YEAR.



O each member of the Merchants' Association and to the citizens of San Francisco, the Review extends heartiest greetings at the threshold of a new century. The year just closed has in many respects been memorable in the annuals of this municipality. It has marked the opening of extensive intercourse with the newly acquired American possessions in the Pacific. It has welcomed the entrance into this port of another

transcontinental railroad. It has witnessed the operation of a new organic law. These potent factors, among others, have contributed to make the year 1900 eventful in the history of San Francisco.

Panorama o the Pacific.

World events are about to be wrought upon the broad Pacific. Marvelous changes are certain to transform the lands bordering upon this vast

ocean. A theatre of national acts will be played at our very doors. Not only China and Russia with their hundreds of millions of souls and fabulous possibilities for trade, but the wonderful developments in Alaska and Mexico point unerringly to this Pacific Slope as the coming field of the world's grandest opportunities. The early completion of an Isthmian canal and exchanges by lightning cables and fleet ocean steamships will tend to hasten the realization of this prophetic destiny of the West.

The birth of great cities may be traced to the course of commerce. Movements of trade give birth to commercial centers. As the globe turns upon its axis, so trade is the point around which large communities revolve. Sparta and Athens and Rome rose and grew from the commercial expanse of their day. Loudon, Paris, Hamburg and Vienna were in the line of exceptional trade movements. The vast business developed by the thick settlement of the Atlantic States carved ont the path for New York and Philadelphia and Bostou. Chicago and St. Louis followed the tremendous expansion of the Western States. The circle of the world's trade movement has reached the Pacific. Where will the metropolis of the West be located?

Citizens Make
Cities.

While it is true that cities follow the lines of trade, it is also true that the greatness of cities is due to the work of their own citizens. Mere location in the highway of commerce will not of itself create a metropolis. Climate and soil will not determine the result. Many of the worst failures in cities are nature's ideal spots; some of the most successful communities are almost barren of natural resources. It is the citizen that gives rank to the city. That city carries off the palm, whose citizens seize the opportunity. Its supremacy rests upon their energy, loyalty and determination. As certain as the earth's revolution, one of the world's greatest cities will exist on the Pacific Coast. Whether it will be on Puget Sound, or in Oregon, or in Central or Southern California will depend upon the comparative capacity of the people of Seattle or Portland, Los Angeles or San Francisco to win the prize.

Southern California will depend upon the remaining the people of Seattle or Portland, Los Angeles or San Francisco to win the prize.

San Francisco's Will the citizens of San Francisco prove equal to Opportunity. the rare opportunity that confronts them? Were the census returns of 1900 the final test, we would frankly award the palm to others. Our sister communities north and south have far outranked us in material and numerical progress during

the past decade. Their remarkable strides challenge admiration. They are going ahead with a vigor that ought to awaken the utmost energy in the people of San Fraucisco. We cannot safely rest on our oars because the tide has hitherto run our way. Our lethargy and indifference nursed our rivals to maturity. A turn in the tide may float one of them on to ascendancy. The opportunity is ours; but we must grasp it.

We Must San Francisco will never attain front rank among the first cities of the globe unless our citizens are Stand Together united. We must learn to fight as one invincible army for the welfare of our beloved city. In the face of municipal advancement, personal strife and political distraction must vanish. Civic virtue and civic fealty must take the place of individual avarice and party patronage. Let the progress and prosperity of our city be our highest goal. Standing together in a solid phalaux, sustained with civic pride and civic patriotism, no rival among the cities of the West could wrest from the fair brow of San Francisco the proud title of Queen of the Pacific.

Duty of the Association.

In this gigantic task for the supreme ascendancy of San Francisco, the Merchants' Association has a solemn duty to perform. As a favored maritime port, the two foremost interests of this community will be commerce and manufacturing. The influence of the merchant will necessarily be powerful and far-reaching. Not alone in the counting-room, but also in the council chamber will his sphere of usefulness extend. There are at present 2,500 legitimate business houses in San Francisco. Over half of this number have already enrolled as members of the Merchants' Association. The practical results of the efforts of this organization during the past few years forcibly demonstrate the power of unity. With a united membership of the entire business community, the Merchants' Association could consistently ask the citizens of San Francisco, irrespective of party, class or calling, to co-operate for the highest welfare of the whole municipality. With a unanimous public sentiment thus aroused, no selfish attack upon our city's fair name would be tolerated. To be a San Franciscau would then be the proudest boast of citizeuship.

Whatever support can be given by the Review to such a united movement for the continued supremacy of Sau Francisco, will be cheerfully and devotedly contributed. The press enjoys extraordinary power to make or mar the future of a community. Directed by patriotic purposes, the united influence of the metropolitan press would prove almost irresistible. It has been aptly said that the most invincible combination of forces in modern social advancement is a united people and a united press. Let us then awaken with the dawn of a promising New Year to the magnificent course that has opened with the new century. In a solid regiment of progress, let all our banners bear the emblematic legend of our beloved city, "Oro en paz; eu guerra fierro."

Mayor James D. Phelan's Address

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League of California Municipalities.

SOME RESULTS OF CHARTER GOVERNMENT IN SAN FRANCISCO.

At a meeting of the Lengue of California Municipalities on Friday, December 14th, Mayor James D. Phelan delivered an address, which, inasmuch as it shows briefly some of the many things accomplished by the new Charter, we print it in part as follows:—

"San Francisco is a very appropriate place in which a League of Municipalities may hold its convention, because in this City during the last year, there has been on trial the most advanced City Charter which has been given to any American municipality. Its success means much for the people immediately benefited and much for the people of other communities who may profit by our example.

"The people adopted the Charter in order to secure Home Rule, a more responsible, efficient and economical government and to introduce and establish what is known as Civil Service Reform. I am disposed to believe that the claims made for the Charter by its friends in this behalf have been made good so far as the Charter controls.

HOME RULE.

"The City has put on its own government. The Legislature, as formerly, cannot interfere with our municipal affairs. The power of appointment has been transferred from the Governor to the Mayor and the Supreme Court has now before it 'The County Officers' Case,' so called, by which the spoilsmen, that is to say, the proponents of the 'Spoils System,' arc endeavoring to put such officers as that of Sheriff, Assessor, County Clerk and Justices of the Peace, Coroner and Recorder under the control of the Legislature and take them out of the jurisdiction of the Civil Service provisions of the Charter which is distinguished as the 'Merit System'; but whatever may be the result of this litigation, substantial results remain, because the Civil Service will continue to apply to the employees of city officers, as defined in the case of Kahn vs Sutro, and to the subordinates of the Boards and Commissions appointed by the Mayor.

"The City is in many respects the agent of the State, and the Charter provides, under a fair interpretation of the Constitution, for the performance of our State duties as required by general law with our own servants, whose election, compensation and the number of whose clerks and the manner of whose appointment should be controlled by us, and we look for a favorable decision on these lines.

"Before touching on the general character of the government, consider for a moment the results of Civil Service Reform.

CIVIL SERVICE REFORM.

"The Commission has classified the entire Civil Service of the city, made rules, printed instructions, conducted examinations, and have already certified 569 employees to the city departments, where, according to letters from the several Boards, from the Recorder, County Clerk and Registrar, they are entirely satisfactory. This was an enormous task which has been done well with a trifling expense of about \$5,000. There are sixty-seven classes of employees for which there must be separate examinations, included under the heads of clerical, mechanical, custodian, engineering, medical, police and fire. The result is,

that the city and the employee are both protected, and the political 'boss' who thrives on patronage is destroyed.

RESPONSIBILITY, EFFICIENCY AND ECONOMY.

"Responsibility comes from the powers given to the Mayor and the separation of legislative from executive functions.

"Under the Charter, the Board of Supervisors is a purely legislative body, no patronage being within its gift except its own clerks and attaches. Under the Consolidation Act, the Board appointed gardeners, police court clerks, prosecuting attorneys and janitors, and its confirmation of the appointment by the Mayor of the License Collector was required. Scandals frequently grew out of the disposition of this patronage.

"The Consolidation Act, adopted in 1856, divided the city into twelve districts or wards, from each of which a Supervisor was elected. All of these wards except two were in that portion of the city east of Larkin Street and Ninth Street, and a representative Board was rarely, if ever, secured. The Charter wisely wiped out ward lines and gave a wider field from which to select the Supervisors, with the result that no better Board than that now serving ever sat in the City Hall—in fact, it is the best Board of all.

"There is another noteworthy circumstance about this Board of Supervisors, and that is, contrary to the pernicious custom of many years, no ring or combination composed of a working majority has been formed and until the votes are counted the result of a ballot cannot be forecast. Heretofore, it was common to hear of 'solid sevens' and 'solid eights.' The number of Supervisors have been increased from twelve to eighteen, and now, it will require a combination of ten votes to carry any measure and fourteen votes to overcome the Mayor's veto. While the Charter makes a combination therefore more difficult than in former years, still the freedom of the Board from cliques and rings is due to the character of the Supervisors.

ORDINANCES.

"In prescribing the manner of the passage of ordinances, the Charter framers adopted the constitutional provisions requiring the subject matter of every measure to be expressed in its title and limiting every ordinance to one subject. No such restriction existed under the old system and vicious legislation was frequently the result.

"Every ordinance, except those which authorize the expenditure of less than \$200, is subject to the Mayor's veto. The limit under the Consolidation Act was \$500, nor could the Mayor, as now, veto the tax levy or any item thereof; and a wasteful majority in the Board could, and frequently did, deplete the Treasury after fixing high and exhorbitant rates.

CONTRACTS.

"At the beginning of each fiscal year, every department of the city government is required by the Charter to specify to the Supervisors the various articles necessary to be purchased for the ensuing year, including stationery, and the probable quantity thereof to be

required. It is thereupon made the duty of the Board to invite bids to supply the various departments, the advertisement for bids to be made by schedule. Bids may be made separately for any article. All supplies are now being furnished upon bids so invited, and a saving over the old system is thereby effected. Take as an example the matter of stationery, which cost \$40,000 last year as against \$24,000 this year. It was the practice under the Consolidation Act to purchase many supplies in the open market, no provision of that Act forbidding it, and jobbery and extravagance were common. A new provision of the Charter requires that all stationery be kept by the Clerk of the Board of Supervisors and delivered to departments on requisition of head of department countersigned by the Mayor.

GAS AND WATER RATES.

The Board effected during the year a reduction of ten per cent in water rates to householders, a net saving to the consumers of the city of \$150,000 a year. The Charter required that the rates for both public and private use of gas, be fixed by the Supervisors and that body reduced the consumers' rate of gas from \$1.50 to \$1.40 per thousand cubic feet, a saving to them of \$100,000 per year; so, in these two items, the people have benefited to the extent of a quarter of a million dollars. For the first time in our history the Supervisors set the maximum rates for public lighting. The rate for the improved gas lamps is nine cents per night; formerly it was eleven cents. The rate for arc lights used by the city was reduced from 421 cents to 35 cents per lamp per night, and the price of gas for public buildings was fixed at \$1.35 per thousand cubic feet. For private consumers for electricity a maximum rate, with a sliding scale, was fixed by Ordinance No. 49, all of which represented a substantial saving to the public.

FUNDS AND APPROPRIATIONS.

"Perhaps the most marked innovation introduced by the new Charter, and the most beneficial to the taxpayers, is the scheme of funds and appropriations therein devised. Formerly all moneys received from taxation and other sources was apportioned to separate statutory funds, known respectively as the General Fund, the Park Fund, the Street Light Fund, the Street Department Fund, the School Fund, and the Interest and Sinking Funds. The bulk of the revenues went into the General Fund, which was drawn against indiscriminately to pay salaries and bills for supplies furnished by contractors. Now no demand can be drawn except upon a specific unexhausted appropriation made by the budget in June. Salaries were under the old system held by the courts to be fixed charges, and were given precedence over claims arising out of contract. While, as a matter of law. contractors were charged with notice of the condition of the funds and were not protected if they were overdrawn at the time they furnished supplies, in practice they were in the dark. The result was that the fund was invariably overdrawn and many creditors remained unpaid at the end of each fiscal year. Indeed, a constitutional amendment has just been adopted to relieve creditors so situated. We are even now paying for the sins of that system.

"As a means of remedying this condition of affairs the Charter makers devised a plan whereby it is made the duty of the Supervisors in June of each year to make an estimate or budget, wherein a specified amount is designated and appropriated to pay each item of expenditure in the city government, in such detail as the Supervisors see fit, and when so fixed and designated, the respective sums are inviolably appropriated for the purposes for which they are set apart for the ensuing fiscal year. The various contractors who furnish these supplies have only to inquire as to the condition of this appropriation to be

assured that they will be paid. Copies of contracts are filed with the Auditor, so he keeps a check on the fund. This system has worked well and it is reasonably certain that deficits will not occur in the future.

COST OF MAINTAINING THE CITY GOVERNMENT.

"It is true on May 15, 1898, in a public statement, as quoted by the Chronicle this morning, I said that we could under the Charter provide a city government to cost \$5,110,029, and we have done so and well done so. But let us understand the question. This is 'the dollar limit.' I added in the same public statement, which the Chronicle did not quote. 'The dollar limit only refers to the operating expenses of the city government. If public works are necessary and indebtedness is authorized therefor by a vote of the people, the interest and sinking funds, like the park appropriations, are outside the dollar limit.'

"Now, the first levy under the Charter was made June, 1900, and bears out my statement made in 1898. The levy was as follows:

For operating expenses and maintenance of the City Government ("the dollar limit")	\$5,146,700
the "dollar limit")	
Total	\$5,692,985

"The operating expenses are charged with many items of au unusual character, some of which more properly belong to permanent improvements. For instance:

Examining available sources of water supply	\$30,010
Abstracts of property situated in Pauhaudle district,	
ete	10.000
For Trocadero Gulch	10.000
For new paying on accepted streets (not repairing),	20,000
about	40.000
	30.000

"Now, this levy was made on the basis of an assessment roll of \$375,000,000. The Assessor has, however, returned a roll of \$405,000,000, which gives us a surplus this year of about \$230,000; but the City Attorney has advised that it can not be used until the uext fiscal year, beginning July 1, 1901. With a growing assessment roll, however, it will appear that our revenue will steadily increase, and that whatever surplus we have after paying operating expenses, that is in exess, for instance, of \$5,110,000 can be by the budget made applicable to permanent improvements.

"Expert Williams reports concerning the expenditures for salaries, as follows:

DEPARTMENTS.	First year under the Charter appropriations, 1900-1901.	Last year of Consolidation Act Appropriations Expended, 1898-1899.
Total	\$2,153,936	\$2,184,130
Board of Public Works— Salaries, General Office, Bridges, and Corporatiou Yard City Hall Janitors and Employes. Hall of Justice	57,780 29,820 7,530	57,726 39,780 1,800 \$2,283,436

"The saving under the Charter (after adding \$100,000 for Paid Fire Department salaries), \$32,570. Furthermore, the engineering department of the Board of Public Works will, it is expected, pay its own expenses from fees, which formerly went to the City Surveyor, who received about \$15,000 a year from this source. The foregoing new salary schedule, it must also be remembered, provides salaries of the Civil Service and other commissions, a fully paid fire department representing \$100,000, the maintenauce of the new Hall of Justice, six additional Supervisors and the members of the Board of Public Works.

"All other expenditures from the general fund are controlled and minimized by the Charter system of competition in buying supplies of every kind whatever. Nothing can be bought by the city unless by competition, and the result, as already demonstrated,

is a considerable saving. There are but the two channels of expenditure, salaries and supplies, and both of them are restricted far more than in the past.

STREETS

"The Charter re-enacts in the main the provisions of the Vrooman Act as to street work, with some important exceptions. For instance, proceedings leading up to the assessment of private property to pay for such work can be initiated by the Supervisors only upon recommendation of the Board of Public Works. The owners of a majority of the frontage upon the proposed work may, as under the Vrooman Act, protest and stop work for six months. If at the end of that time a further protest shall not be filed by the owners of at least two-thirds of the frontage, the work shall proceed. In addition to posting, notice of the passage of the resolution of intention must be mailed to owners affected, where known. The rights of property owners are thus fully safe-guarded while at the same time silurianism is not encouraged.

PUBLIC BUILDINGS.

"The construction, maintenance and repair of all municipal buildings, including school houses and engine houses, is committed to the Board of Public Works. Formerly, each department did its own work, but it has been demonstrated that all building work is done better and more economically when directed by one department.

IMPROVEMENTS AND PARKS.

"The Supervisors have kept within the dollar limit, providing for the operatiog expenses and maintenance of the City government, but with a dollar tax rate, it goes without saying that the public cannot have all the desired permanent improvements in the first year. Improvements will come gradually out of each year's saving. This year, for instance, we saved \$40,000 for paving accepted streets and \$50,000 for extraordinary expenses, looking to permanent improvements as water supply, Pauhandle abstracts and Trocadero Gulch which opens the south side to a fuller development.

"The Park extension, hospital and school house construction, and the beginning of the intercepting sewer awaits on the decision of the Supreme Court, where the bond case will be heard on January 14th, the delay in the consummation of which all progressive citizens deplore.

"The Tax levy included Interest and Sinking Funds for these improvement bonds for the six months beginning January 1st, for we confidently believed that we would be able to issue them at that time, adding beauty to the City, strength to her institutions and at the same time giving employment to labor. With the most beautiful park in the world, we have, unfortunately, no proper entrance or access from the City proper, and the plan to bring the panhandle down to Market Street, connecting the City with the ocean beach appeals to the pride of every loyal San Franciscan, and by connecting the Park with the Presidio, we annex, as it were, 1,500 acres of Government land, making a park system unparalleled in the world. By boulevardizing Dolores Street and acquiring two blocks for a park in the Mission connecting therewith, we bring that part of the City into the system.

"In my message to the Supervisors last year, I said that Fort Mason, otherwise known as Black Point, should be made, with the consent of the Government, a park for that end of the city, and added, 'that this beautiful promontory, the termination of Van Ness Avenne, would be also brought into our park and boulevard system, and it is devoutly to be hoped that this extensive and consistent plan will be speedily realized.

"The general law in force at the time the Charter took effect, regulating the powers and duties of Park Commissioners in cities, fixed the maximum levy for park purposes at six cents. The Charter fixes it at not less than five nor more than seven cents. Formerly only Golden Gate Park proper was under the jurisdiction of the Park Commissioners. The Charter has put under their control all parks and squares, including grounds about public buildings, and the result has been that all of our small parks and squares, which were formerly looked after by appointees of the Supervisors, are being greatly improved and beautified.

POLICE

"Under the old law, the Police Commission was practically compelled to give licenses to all saloons annually. The Charter leaves it discretionary with the Board of Police Commissioners to issue licenses quarterly so that the Commission can exercise a wholesome control. If there are too many saloons in one neighborhood, or if they are conducted in a disorderly manner, the Commission can refuse a license. There are now 3,055 licensed saloons in this city. Under this power, the Police Commission has enforced the six-foot ordinance, has regulated the side entrance, has driven dives out of important thoroughfares, and generally has compelled decency and minimized crime. Twenty-seven men were appointed to the force on merit, having passed the Civil Service Examination, which is both physical and mental.

FIRE DEPARTMENT.

"The Fire Department has been taken by the new Commission out of politics, following the letter and spirit of the Charter. It has since the first of the year, as required by that instrument, been put on a fully-paid basis, so that now we have a metropolitan service superior to any in the country.

ELECTION COMMISSION.

"The Election Commission has conducted the Presidential election without any adverse criticism, fairly and honorably, and at a cost twenty-five per cent less than in any other year.

BOARD OF EDUCATION.

"The Board of Education has adopted a course of study on lines of the best educational thought. It has introduced mechanical training for boys and cooking for girls, which has received general commendation, especially from the masses of the people, who look for some practical results of common school education.

"The School Fund, less than given any recent Board, has been wisely administered, expenses reduced and old debts paid.

"The schools have been conducted without scandal. Formerly the elected Board of Education sold appointments just as contractors purchased contracts, both in the Board of Education and Supervisors, and then they would have to pay again to keep their positions or to have their bills liquidated. There has been no suspicion of dishouesty in any of the departments.

BOARD OF HEALTH.

"The Board of Health has improved the hospital service and has saved the city from infection by prompt measures at a critical time at an expense to their funds of about \$6,000 and to the merchants of about \$10,000. Chinatown has been cleansed from cellar to roof. Honolulu paid three millions and Sydney, Australia, fully as much for their recent experience with Oriental infection.

BOARD OF PUBLIC WORKS.

"The Board of Public Works is the engineer, the builders, the carpenters, the street makers and the cleaners of the city. It has done its work with intelligence and skill. Parties of engineers have been investigating sources of water supply as required by the Charter, and their report which will soon be made, will show the real value of the Spring Valley Water Works and the cost of an independent supply. The

Board has paved streets, especially south of Market Street, where they were most needed, and reconstructed the Spear Street Wharf—an urgent necessity—and have let a contract for paving Grant Avenue from Market Street to Bush Street, and for the building of bunkers from which street sweepings will be transported to the park for fertilizing.

"In the month of November, 1899, under the old system, the Street Department cost for salaries of deputies, bookkeepers, clerks, foremen, bridge tenders and such class of employees, \$5,864. The same work was done in November, 1900, for \$3,343, which shows a substantial saving.

"Formerly, the janitor service in public buildings, especially in the City Hall, was scandalous. Now, the City Hall is kept perfectly clean; and furthermore, the walls have been kalsomined and a modern passenger elevator constructed in the center of the building, which will obviate the necessity of operating the two old ones.

NO FRICTION.

"I desire to say for myself that the Commissioners, thirty-three in number, have all acted in harmony with the Mayor. There has been little friction, considering that a radical departure has been made and a new scheme of government inaugurated. So the system by which appointments are made is satisfactory in the first year's trial.

"The Charter fixes the number of clerks in roost departments, but for flexibility's sake leaves it to the Mayor to recommend the employment of extra clerks, with the concurrent approval of fourteen Supervisors, and these, so authorized, have to be taken from the cligible list of the Civil Service, so no question of patronage enters the transaction, so safe-guarded is it.

"The City Attorney has interpreted for the several Boards and officers the meaning of the Charter from time to time with great clearness and satisfaction. Suits have been brought by interested parties to overcome the Charter provisions affecting the powers of the Board of Fire Commissioners and the powers of the Civil Service Commission, and, no doubt, more litigation will follow until all disputed questions are settled.

THE INITIATIVE.

"The unique provision of the Charter, the initiative, was tried during the year. It was, however, expected that when invoked it would be to checkmate a corrupt or vicious legislative body. But on the contrary, the Supervisors refused to legalize by ordinance the selling of poals in the down-town district and the poolsellers proposed an ordinance to the people by petition at the November election, which was voted on at large and defeated by about 3,000 majority, justifying the good sense of the voters, and this probably settles the question forever.

"In giving the new organic law a fair trial the other officers of the city government have co-operated, with occasional dissent, however, when the new order pressed heavily on ancient abuses which had almost become, by usage, the common law of the City Hall. Public sentiment has been behind the new Charter at all times, and the noise made by its detractors has been out of all proportion to their numbers and influence.

"Without the support of an enlightened public sentiment, not always, I regret to say, voiced by the San Francisco press, no form of government and no public official can accomplish satisfactory results, but I have, amidst the roar of factitious opposition, always believed that the citizens of San Francisco would compel full justice be done the new law and strengthen the hands of those who were chosen to inaugurate and defend it, and I have not been disappointed. On the whole, it can now safely be said, that the new Charter has justified in every essential particular the expectation of its friends, even to the ereation of enemies."

Help the Associated Charities and the Settlement Association — An Aid to Charity and a Prevention of Crime.

BY FRANK J. SYMMES, Director of the Merchants' Association.

Our Associated Charities are not fully understood. and our Settlement Association is but little known. Each descries the careful consideration of all good citizens. Many men desire to help the poor and unfortunate, and most merchants contribute in various ways more or less regularly. Few have time to investigate the claims for charity, and to give without such investigation is to encourage fraud. Probably nine out of ten of the cases of street charity are undeserving, and the tenth case may be worthy of all that is given to the others. The Associated Charities investigates all applications, and gives to its subscribers the knowledge which comes from such labors. It has on file today a record of over twenty thousand such investigations. When the merchant is asked for aid-no matter what the claim, he should refer the applicant to the Associated Charities. Here the false are weeded out; the worthy are assisted. We all wish to help the worthy and should prevent imposition.

The Settlement Association seeks to prevent crime and save the occasion for charity. It seeks to teach the poor and unfortunate to care for themselves and to better their situation. It is the ounce of prevention which would save the pound of cure.

New York State has the record of Margaret Jukes, "the mother of criminals," whose progeny to the number of nearly a thousand has been supported by the State in prisons and asylums during seven or eight generations. If Margaret Jukes had been saved from her career, or even reformed, what a moral and fioancial benefit it would have been to the State.

The San Francisco Settlement Association and Boys Club has been largely supported by Mrs. Hearst. She has recently given nearly twenty thousand dollars to provide a suitable home in South Park. It requires now the steady support of our citizens. It is good "business" for our merchants to take care of this Association and the Associated Charities.

I can not too heartily commend these two institutions to the sensible business men of the community. Membership is obtained by a payment of five dollars a year, and any contribution is fully appreciated and economically administered, and help is greatly needed.

San Francisco, December 28, 1900.

JOIN THE ASSOCIATION.

Through the direct efforts of the Merchants' Association in securing the exemption in the Charter of mercantile firms from license taxes, the merchants of San Francisco are now free from this onerous tax.

Members are entitled to consultation without charge with the Attorney and Counselor of the Association upon civic or business matters.

The Superintendent of the Association may be consulted without charge upon subjects pertaining to the public streets.

The rooms of the Association may be reserved during the day or evening, upon previous notice, for holding committee or other meetings; and the library and other facilities of the office are at the disposal of members

Complaints of a public nature, requiring investigation or correction by officials of the government, will be promptly brought to the attention of the proper authorities and remedies effected wherever possible.

Questions of public interest or importance, duly communicated to the officers of the Association, will be fully considered, and, if necessary, acted upon by the Board of Directors.

The Review is regularly delivered free to all members, and the firm name, business and address of each member is published monthly in 6,000 copies of the Review, reaching 20,000 readers.

THE NEW GEARY STREET RAILROAD.

By the Superintendent of the Merchants' Association.

As the time when the present Geary Street cable railway franchise will expire is rapidly approaching, it behooves the authorities to be considering what kind of a road is to be constructed there when a new franchise is let. It is certain that the people will expect to have a modern, up-to-date road constructed along this street.

There are two improvements which should certainly be insisted upon in granting a new franchise.

First, that the rails must be a grooved rail of the kind known as the "grooved girder rail."

Second, that no overhead trolley wires should be used, but if electricity is to be the motive power, that the conductors must be laid underground or storage batteries used.

The claim raised by the companies in the past, when short lines were constructed, that it was not practicable to change the system of rails or motive power on only a few blocks, should have no weight in the case of a line like that on Geary Street. The Geary Street road is a through line to the Park and passes through one of the best sections of the city. Its franchise is a valuable one and any company securing it can afford to construct it in the best possible manner.

Grooved girder rails have proven a success wherever given a fair trial. They are in general use in New York, Washington, Detroit and a number of other cities in the United States and are the only rail which offers no obstruction to vehicles.

Grooved rails do not mean the "Berlin Rail." The Berlin Rail is simply one form of a grooved rail and opinions differ as to its merits. Probably the best form of grooved rail in this country is the grooved girder rail used in New York and which is here shown.



The New York rail has a broad flange on each side of the groove. This offers a smooth surface of iron or steel along which vehicles can travel and lessens the wear on the rail through this source. With grooved girder rails there is little "tracking" done by vehicles with one wheel on the rail.

The question of using no overhead trolly wires when the Geary Street road is reconstructed is also an important one. The underground electric system has proven a success in Eastern cities and no overhead trolly lines are permitted in New York south of the Harlem River. Washington also changed its system to underground electric with entire success.

The underground electric system, storage batteries, or compressed air would all prove acceptable to the people at large and the motive power should be limited to these with the proviso that the system could be changed to meet new improvements in the future with the consent of the Board of Supervisors and the Mayor.

L. M. King,

Superintendent Merchants' Association.

Judge Edward A. Belcher, who retires from the Superior Bench this month, contributed several able articles to previous numbers of the Review. In his future practice we wish him the success merited by his honorable judicial eareer.

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J. RICH'D FREUD.

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POLION OF THE REVIEW.

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No advertisements are inserted and no subscription price is obserged.

Communications must bear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the Review.

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Pacific Mutual Life Ins. Co. of California Montgomery and Sacramente Pacific Surety Co	Oppenheim, J. S	Mt. Shasta Mineral Spring Coth & Brandan Peoples-Mineral-Hygiene Co642 Howard	Forsyth, W. C
Pacific Mutual Life Ina. Co. of California Montgomery and Sacramento Pacific Surety Co. Safe Deposit Bldg Parker, Chas. M. T	Oppenheim, J. S	Mi. Shasta Mineral Spring Co6th & Branaa Peoples-Mineral-Hygiene Co642 Howard MINERS' AND ASSAYERS' SUPPLIES.	Forsyth, W. C
Pacific Mutual Life Ind. Co. of California Montgomery and Sacramento Pacific Surety Co. Safe Deposit Bldg Parker, Chas. M. T	Oppenheim, J. S	Mi. Shasta Miceral Spring Co6th & Brancar Peoples-Mideral-Hygiene Co642 Howard MINERS' AND ASSAYERS' SUPPLIES. Taylor, John & Co63 First	Foreyth, W. C. 106 Golden Gate Ave Hufschmidt, Henry. 623 Golden Gate Av. ickelheimer, S. & Brn. 20 Geary Murray Bros. 623 Sacramento Schaox & Grundy. 58 Eighth Wilson, W. F
Pacific Mutual Life Ind. Co. of California Montgomery and Sacramento Pacific Surety Co. Safe Deposit Bldg Parker, Chas. M. T	Dopenheim, J. S	Mi. Shasta Miceral Spring Co6th & Brennan Peoples-Mideral-Hygiene Co	Forsyth, W. C
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Pacific Mutual Life Ina. Co. of California Pacific Surety Co	Oppenheim, J. S	Mi. Shasta Micral Spring Co6th & Brsnaar Peoples-Mideral-Hygiene Co642 Howard MINERS' AND ASSAYERS' SUPPLIES. Taylor, John & Co	Forsyth, W. C
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Pacific Mutual Life Ina. Co. of California Montgomery and Sacramento Pacific Surety Co. Safe Deposit Bidg Parker, Chaa. M. T	Oppenheim, J. S	Mi. Shasta Micral Spring Co6th & Brsnaar Peoples-Mideral-Hygiene Co	Forsyth, W. C
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Law, Hartland	SEEDS AND GRAIN. Bowen, E. J. 815 Sansome Hillens, F. 209 Davis Keyser, Paul 206 Clay	STOVE AND IRON FOUNDRIES. Stelger & Kerr	Haisted & Co
Bodgers, Arthur	SEEDS AND PRODUCE.	Schleck, John C	Valente, Marini & Co1524 Stockton UNIFORMS AND REGALIA.
Wilson, A. W Hotel Richlieu PUMPING MACHINERY.	Votkman, Chas. M. & Co	SUGAR. Hawalian Com. Sugar Co303 Market	Pasquale, B. & SonsSutter & Grant Ave Pettibone Bros. Mfg. Co., The Eddy
Dow, Geo. E. Pumping Engine Co149 First	SEWER PIPE AND TERRA COTTA. Clark, N. & Sons	SURGICAL INSTRUMENTS.	VINEGAR MANUFACTURERS.
Beotham, W. C	Gladding, McBean & Co1358 Market Steiger Terra Cotta & Pottery Works	Folkers, J. H. A. & Bro	
REAL ESTATE DEALERS.	SEWING MACHINES. Evans. J. W	SURVEYING INSTRUMENTS. Listz, A. Co	WAGON & CARRIAGE MATERIALS. Holt Bros. Co
Babin, Landry C	Singer Mfg. Co	syrups.	WALL PAPER AND MOLDINGS.
Brease, G. L. & Co	SHEET IRON AND PIPES. Smith, Francis & Co	Long Syrup Refining CoEighth & Brannan Pacific Coast Syrup Co713 Sansome	Clark, G. W. & Co. .656 Market Quadt, John .1614 Market Uhl Broe .555 Market
Cepter & Spader. 11 Montgomery Crim, W. H & Co. 118 Montgomery Davis, Alfred E. 230 Montgomery	SHIP BUILDERS.	TAILORS' CLOTHS, TRIMMINGS AND WOOLENS.	WAREHOUSES.
Easton, Eldridge & Co	Hay & Wright	Beumgarten, J. & Co	Danforth Warehouse Co., Inc728 Battery Grangers' Business Association 809 California.
Handrickson, William & Co	SHIP CHANDLERS.	Ford, C. W. R. & Co	Haslett Warehouse Co., Ths206 California Lemman BrosTownsend & Japan Searle Warehouse Co., Charles
Heyman, Jscoh & Son	Foard, L	Stein, Simon & CoSecond & Market	WELL BORERS.
Madison & Burks	SHIPPING AND COMMISSION.	TAILOR TO TRADE. Hilp, Henry102 Battery	Lows, J. W126 Kearny
Manning, H. S	Alexander & Baldwin, Ltd308 Market Chapman, W. B123 California Delius & Co209 Safe Deposit Bldg	TANNERS.	WINES AND LIQUORS.
Gliver, B. P	Grace W. R. & CoN.E. cor. Cal. & Battery	Eagle Tannery	Adams, Chas. L
Rich, A. J. & Co	Johnson-Locke Mercantile Co204 Front Kondsen, C. N. & Co122 Davis Lund, Henry & Co214 California	Norton Tanoing Co	Bunemsn, H
Shainwald, Buckhee & Co710 Montgomery Smith, Julien	Marcus, Geo. & Co	TANNING EXTRACTS. California Tanning Extract Co 218 California	California Wins Association
Thistleton, Geo. & Co	McNear, G. W	TEAS, COFFEES AND SPICES.	Chevalier, F. & Co
RECREATION GROUNDS.	Otis, McAllister & Co	Brandenstein, M. J. & Co	Friedman, Paul
Herman, R	Pike, Chas. W. & Co	Caswell, Geo. W. & Co Sacramento	
Selby Smelting & Lead Wks416 Montgomery	Spreckela, J. D. Broa. & Co. \$27 Market Ulrichs, J. F. 122 Clay Williams, Dimond & Co. 202 Market	Guittard Mfg. Co	Hotaling, A. P. & Co431 Jackson
Bay State Resteurant	SHIPSMITHS.	Holiman, Henry	Kellogg C. W. Co
Bergez, John	Chrestofferaen & Tway	Jones-Paddock Co	Lachman & Jacobt
Cuento I	Ide Geo P. & Co	Thierbach, Chas. F. & Co306 Battery	Levingston, M. A
Detjen & Mengel	Lautermilch, The L. Shirt Mig. Co328 Bush SILK MANUFACTURERS.	TELEPHONE AND TELEGRAPH COMPANIES.	Lubben, John
Gutzeit & Malfapti	Carlann-Currier Co	Pacific States Telephone and Telegraph	Martin, E. & Co
Krone, F. W	SMOKERS' ARTICLES.	Co., The	Melnecke, Chas. & Co
Loupy, Norl P. 126 Genry Maison Riche		TENTS AND AWNINGS. Ames & Harris, Inc100 Sacramento	Much & Lynch1423 Stockton
Petereon, P	Fischheek & Glootz307 Sacramento	Nevilla & Co	Pike, B. D. & Co
Schwarz & Beth	Newell & Bro217 Davis SODA WATER APPARATUS.	TREATRES.	Rothenberg, S. B. & Co
Wicker & Hermansen Market & Park Avs	Becht, G. J. Co304 Stockton	Belasco, Fred	Schlesinger & Bender
Young, H. II	SODA WATER MANUFACTURERS. Belfast Ginger Ala Co Union & Octovia	TINNERS' & PLUMBERS' SUPPLIES.	Scholtz, Will, A. & Sohs
RUBBER GOODS. Bost. Wov. Hose & Rubber Co14 Fremont	SPICES AND FLAVORING EXTRACTS.	Tay, Geo. H. Co	Siehe Bros. & Plagemann
Goodyear Ruhher Co	Rieger, Paul & Co	California Title ine, and T. CoMills Bldg	Taursig, Louis & Co
Morgan & Wright	Moking & Co	TOWEL COMPANIES.	Wetmore, Bowen & Co
SAFES.	STARCH MANUFACTURERS.	Mercentile T. & L. Co	Wilmerding-Loewe Co
Hermann Safe Co	Everding, J. & Co	TRANSFER COMPANIES.	American Steel & Wire Co10 Pio
SALT DEALERS.	Pilete Manual & Towns 65 Piret	Morton Special Denvery Co 20 Suffer	
Barton, B. F. & Co212 Sacramento SAW WORKS.	Crocker, H. S. Co		
California Saw Works		TRUNKS.	Iverson Trading Co., The N
SCHOOL AND KINDERGARTEN SUPPLIES.	STATISTICIAN AND ECONOMIST.	Hirschfielder & Meancy16 Sutter	WOOD MANTEL MANUFACTURER!
Bradley, Milton Co122 McAllister SCOTCH TWEEDS.	COMPANIES.	Pacific Electric Belt & Truss Co1170 Market	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -
Craig Broa	Cook, Thos. & Co	Purns Edw F11 Grant Ave	Unne, Herry Co., The
OF COAL. Excelsior Coal & Screening Co Spean	International Nav. Co30 Montgomer; Occidental & Oriental Steamship Co	Greenhood L. H	WGOL.
SCREEN WORKS.	Pacific Coast Steamahlp Co10 Market Pacific Mail Steamahlp Co421 Market	TYPEWRITERS AND SUPPLIES.	Bellard & Hall
Quick, John W221 First SEARCHERS OF RECORDS.	Toyo Kisen Kaisha	Banan's Typewriter Exchange 307 Montgomer; Bornemann, Geo. C. & Co 117 Sutter Standard Typewriter Ex 207 Montgomer;	San Francisco Wool Sorting & Scouring
Simpson & Millar413 Montgomery		United Typewriter & Supply CoIZI Montgomer	Wollner, JacobFitth & Bidlot
SEC'Y. ACADEMY OF SCIENCES.	Freese, A. C	i i j chou; beautiful as a second	Colden Gate Woolen Mrs. Co 586 Mark

 Eachen & Minor.
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 Freeae, A. C.
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 Leveasaler, J. G.
 .64 Mission

 Menzies, Stewart & Co.
 .514 Bistiery

 Woodsids, A. & Co.
 .22 Halleck

UNDERTAKERS.

Golden Gate Woolen Mig. Co.....636 Mark



REVIE

CIRCULATION 10,000 COPIES.

Published Monthly by the Board of Directors



Vol. 5.

SAN FRANCISCO, CAL., FEBRUARY, 1901.

No. 54.

STAND BY THE CIVIL SERVICE

THE FOUNDATION STONE OF GOOD GOVERNMENT.

The Directors of the Merchants' Association Remain Firm in Their Faith in the Service and the Commissioners.

TO THE MEMBERS OF THE MERCHANTS' ASSOCIATION AND THE PUBLIC:

It is not strange that the introduction of Civil Service in place of the spoils system should meet with opposition. It will always be opposed by those who want positions and fail to obtain them and

by the natural opponents of the administration which supports the system.

This Association, seeking no office and having no enmity toward any administration, must stand by the Civil Service principle and by those who endeavor to carry it out. It is the principle by which the merchant conducts his business; the principle of common sense; the principle of good government. Without it, we cannot hope to make San Francisco a credit or a satisfaction to her citizens. With it, we may, in time, remove the greatest obstacle to her success. The Directors of the Merchants' Association have made it the first principle in their efforts to aid in municipal affairs. To assist in its establishment, they consented that our Secretary should serve as one of the Commissioners. We know his worth and his absolute reliability. One of our Directors resigned to accept another appointment on the Board of Civil Service Commissioners. They must not now be doubted unless proof can be given of their malfeasance.

The Commission has been attacked from many directions and we have watched its work and these unjust attacks with great anxiety. Our President has given it his faithful and careful attention and neither he nor this Board are able to discover any just foundation for the charges which are continually made.

Civil Service has had a fight to sustain itself in National affairs, and wherever else attempted, and we must expect the same experience here. It has much to gain from experience and much to learn from such errors as must necessarily occur. But good citizens should not weaken in its support and the members of the Merchants' Association must not be misled by unsupported newspaper attacks.

Our President and a Committee of this Board have endeavored to ascertain if there is any just ground for the various criticisms recently made, and we are gratified to report that careful inquiry has developed no proof of the slightest tendency toward unfairness or of any lack of absolute uprightness

and integrity on the part of the Commission.

Charges unsupported and unproven, from whatever source, should obtain no hold in the minds of our good citizens. Every political and unfair attempt to break down the system should be stoutly resisted. We ask that a reasonable charity be granted for such slight errors as may occur, that the integrity of the Commission be recognized and supported, and that this foundation principle of good government be permitted a firm establishment in all our municipal affairs.

F. W. DOHRMANN, of Nathan-Dohrmann Co., President.

. DOHRMANN, of Nathan-Dohrmann Co., President.

A. S. BALDWIN, of Baldwin & Howell, 1st Vice President.

JOSEPH D. GRANT, of Murphy, Grant & Co., 2nd Vice President.

FRANK J. SYMMES, of Thos. Day Co., Treasurer.

C. S. BENEDICT, of Benedict & Turner.

CHARLES BUNDSCHU, of Gundlach-Bundschu Co.

W. J. DUTTON, of Fireman's Fund Insurance Co.

FOSTER P. COLE, of John Breuner Co.

ANDREW M. DAVIS, of The Emporium.

MARSHAL HALE, of Hale Bros.

A. J. McNICOLL, of A. J. McNicoll & Co.

EDWARD H. MITCHELL, of Edward H. Mitchell.

W. P. REDINGTON, of Redington & Co. HUGO ROTHSCHILD, of Rothschild & Ehrenpfort.

BOARD OF DIRECTORS

OF THE

MERCHANTS' ASSOCIATION.

Board of Directors Proceedings

IMPORTANT SUBJECTS ACTED UPON.

[NOTE.—The limited columns of the "Review" will not permit a full account of all the proceedings of our Board of Directors during the past month. A summary of the important matters acted upon is here presented.—EDITOR.]

DIRECTORS' MEETINGS AND CONFERENCES.

Numerous meetings and conferences of the Board of Directors have been held during the past month. Special meetings of the Board for the consideration of current and urgent matters take place every week. Regular meetings for final action upon subjects of particular importance are held every month. Besides these regular and special meetings of the entire Board, the standing committees hold preliminary conferences. It is extremely gratifying to report the prompt attendance at these meetings of nearly all Directors.

PACIFIC OCEAN CABLE.

The following resolutions were unanimously adopted in favor of the early construction of a Pacific cable:

WHEREAS, owing to the present indirect cable connections between the United States and the Orient, the rates for the transmission of messages to points in the Orient are now excessively high and the time consumed in transmission is exceedingly long; and

WHEREAS, no connection by cable exists at the present time with the Hawaiian Islands; and

WHEREAS, the rapidly growing commercial and governmental relations with our newly acquired American possessions in the Pacific demand the early construction of a direct Pacific Ocean cable under American control; therefore, be it

Resolved, that the Merchants' Association hereby

Resolved, that the Merchants' Association hereby favors the construction, at the earliest possible date, of a direct Pacific Ocean cable, starting from San Francisco, and constructed by or with the aid of the United States government, and maintained under the control of the United States government:

of the United States government;

Resolved, that copies of these resolutions be forwarded to the California delegation in Congress.

Favorable replies to the foregoing resolutions have been received from Senators Perkins and Bard and from Representatives Kahn, Loud, Metcalf, Needham and Waters.

BILL AGAINST POOL-SELLING.

The following resolutions were adopted in favor of Senate Bill No. 4, prohibiting pool-selling and bookmaking except when conducted within race-track enclosures or Fair grounds:

WHEREAS, the pernicious and indiscriminate practice of pool-selling and hook-making tends to public demoralization; and,

WHEREAS, the most objectionable feature of this practice is the open temptation presented to our youth by pool rooms located in the central portion of

the city; therefore, he it

Resolved, that the Merchants' Association hereby
approves Senate Bill No. 4, prohibiting pool-selling
and hook-making, as the Act appears to be the most
practicable and efficient method of remedying this
evil;

Resolved, that copies of these resolutions be forwarded to each member of the Senate and Assembly Committees in charge of this Bill.

STATE BOARD OF CHARITIES.

The following resolutions were adopted in favor of Assembly Bill No. 381, creating a State Board of Charities and Corrections:

WHEREAS, the present lack of uniformity in the management of the various charitable and correctional institutions of California tends to impair their most efficient administration; and,

WHEREAS, experience has shown that the general supervision by a State Board of all charitable and correctional institutions receiving public funds is conducive to the public welfare; therefore, be it

conducive to the public welfare; therefore, be it

Resolved, that the Merchants' Association hereby
approves Assembly Bill No. 381, creating such a
State Board of Charities and Corrections, and favors
its enactment by the Legislature of the State;

Resolved, that copies of these resolutions be forwarded to each member of the Assembly and Senate Committees in charge of this Bill.

BATTLESHIP "CALIFORNIA."

By resolution of the Board of Directors the following telegram was forwarded to the Hon. John D. Long, Secretary of the Navy:

"The Merchants' Association with a membership of thirteen hundred leading business firms, earnestly appeals to you to exercise your authority and discretion in behalf of San Francisco following the precedent established by you with Seattle, and that you will award to the Union Iron Works, of this city, a contract to build within the Government appropriation, one of the new battleships and that she be named "California." We respectfully submit that in view of the splendid achievements of vessels built by the Union Iron Works for the United States Navy, the State of California is entitled to have one of said battleships constructed here."

CONVENTION OF EPWORTH LEAGUE.

The following resolutions were adopted by the Board of Directors in favor of the International Epworth League Convention, to be held in San Francisco from July 18th to July 21st next:

WHEREAS, one of the main objects of the Merchants' Association is to encourage such legitimate measures as will bring desirable visitors to San Francisco; and

WHEREAS, the International Convention of the Epworth League will be held in San Francisco during the month of July next, thereby bringing many thousands of desirable visitors to San Francisco, some of whom may become permanent residents; therefore, be it

Resolved, that we heartily favor the holding of this Convention in San Francisco, and ask the business and professional men as well as property-owners and capitalists of the city to assist effectually those of our fellow citizens, who are endeavoring to make this Convention a notable success.

PRIMARY ELECTION LAW.

Hon. Horace Davis addressed the Board of Directors upon the importance and necessity of securing a satisfactory Primary Election Law. A number of bills upon this subject would be introduced at the present session of the Legislature. It was decided by the Board that the Committee on Public Affairs select the most desirable measure for the further action of the Directors.

Reception to President McKinley.

The visit of President McKinley to San Francisco next May promises to be a most notable event. It is expected that the Governor of Ohio and his staff, as well as the entire Ohio delegation in Congress, will accompany the President. It is estimated that at least 20,000 residents of Ohio will visit California on this occasion. No doubt 100,000 people from all parts of the Union will come to San Francisco to witness this reception and join in the festivities.

A committee of representative citizens has been appointed to make the necessary arrangements. The committee has been organized, and is now actively at work upon the plans for the reception. The citizens of San Francisco should not fail to appreciate the exceptional significance of this noteworthy event. By judicious management it will prove invaluable to the future progress and prosperity of California. Let us, therefore, awaken to this splendid opportunity, and make a united effort for a reception that will challenge noiversal admiration.

Railway Construction in Australia.

Address by A. R. PULLEN of Sydney.

[At the invitation of the Board of Directors, Mr. A. R. Pullen, of Sydney, Australia, delivered an address recently at the offices of the Association upon the method of street railway construction in Sydney. The address was replete with interesting and instructive facts upon this important subject. The following is a condensation of Mr. Pullen's timely remarks.—Editor.

The streets are excavated to a depth of about eighteen inches below the surface level of the side-walks so as to arrive at the most stable part of the foundation and remove all imperfections. A layer of concrete of about seven inches in thickness is put down, heing stamped by means of iron rammers. After this is well set the whole is covered by a layer of cement of about half an inch thick, floated perfectly smooth, level, and to the shape of the crown of the road, forming a slight fall to either side toward the sidewalks sufficiently only to carry off storm water.

When the cemented surface is thoroughly dry, the railway lines are placed in position upon this surface. No ties (or sleepers as they are technically known in Sydney) being used, but guage iron ties about five or six feet apart are used to maintain equal distance between the rails. These guage ties are adjusted by means of nuts on both sides of the rails, by which means the required gnage is regulated.

The joints of the rails are then bolted. The next process is to set the rails level, which is done by tucking strong cement beneath the horizontal flanges where required. The joints of the rails are then fitted with the "Pullen patent joint bases and locking plates," a model of which I have left with you.

These boxes are for the purpose of providing means for readily getting at the joints for screwing up nuts if necessary, and save the trouble and expense of tearing up the streets; also for locking the nuts and joints firmly, and increasing the electrical conductivity of the rails. As an auxiliary for the return current an insulated copper cable is arranged alongside the vertical flanges of the rails and connected with same at intervals. The manner of construction minimizes the danger of electrolysis.

The wooden blocks, which have been thoroughly seasoned and dipped in boiling pitch, and shaped and fitted closely to the sides of the rails and joint boxes to the level of the top of the rails, being arranged with the grain in a vertical position.

The surface is finally coated with boiling pitch. Sometimes with soft cement so as to fill all cracks,

making an even, smooth surface.

The sidewalks of the city have tunnels fifteen feet below the surface in which are arranged the telephone and telegraph wires. Workmen operating these wires can walk from one end of the city to the other along these passages. The water, gas, hydraulic and other supply mains are mostly under the sidewalks in the

Lectures Upon Trade.

The University of California extends a cordial invitation to the members of the Merchants' Association, as well as to the general public, to attend a course of six lectures upon "The Growth of American Foreign Trade," by Mr. Lincoln Hutchinson. They are given under the auspices of the College of Commerce, at the Y. M. C. A. Building, corner of Mason and Ellis Streets, on each Friday evening. The introductory lecture was delivered on January 25th, and proved exceptionally interesting. The dates and titles of the five remaining lectures of the course are as follows:

Feb. 1.—"American Shipping and Carrying Trade." Feb. 8.—"The Balance of Trade and National Welfare."

Feb. 15.—"Where We Trade and What We Trade."

Feb. 22.—"Fair Trade, Free Trade and Reciprocity."

March 1.—" Trade and the Flag."

THE MERIT SYSTEM IN OPERATION.

REPORT OF THE CIVIL SERVICE COMMISSION.

NOTE.-Civil Service is the first plank in the municipal platform of the Merchants' Asseciation. The administration of the city government upon business principles was the keynote to the adoption of the present charter of San Francisco. The Mcrohants' Association stood sponsor for the merit system in the new organic law and is now responsible for its successful introduction and permanent establishment. Our members, therefore, will read with interest and pleasure the following efficial report of the work of the Civil Service Commission during the past year.—EDITOR.]

OFFICE OF THE CIVIL SERVICE COMMISSIONERS, CITY HALL, SAN FRANCISCO, January 21, 1901.

To His Honor, the Mayor:

Sir,-Pursuant to your request of the 10th ult., we submit the following brief statement of the past year's work of this department:

APPLICATIONS RECEIVED.

During the past year 4,550 applications for examination for positions in the Classified Civil Service have been filed in this office and 2,636 laborers have been enrolled. Each of the applicants for classified positions is required to present, as part of his application, the endorsements of three reputable citizens, who separately certify that the applicant is of good moral character, temperate and industrious habits, and in all respects is fit for the service he wishes to enter. Laborers are enrolled upon application, and without examination. They are certified in the order

Mechanics and other applicants for positions requiring special skill in the use of tools and materials are required to file, in addition to their endorsed applications, a "Proof of Knowledge of Trade." This document, which is an official form of the Commission, must be signed by three responsible citizens, who have employed the applicant, and who certify that he is, to their personal knowledge, a competent journeyman in his trade. The requirement of such evidence of an applicant's practical and satisfactory experience as a mechanic has greatly aided the Commission in seenring competent men for the public service.

EXAMINATIONS AND APPOINTMENTS.

During the year the Commission has examined 2,173 applicants for various positions in the Classified Civil Service. Forty-two separate examinations were held for various clerical and mechanical positions, and for policemen. Of the 1,031 applicants who passed the examinations, and thereby secured the places on the eligible lists, 213 have been appointed to various positions in the departments of the City and County Government. In addition, 350 temporary appointments of Ordinary Clerks have been made in the offices of the Auditor, Election Commission and Tax Collector. The appointees to permanent places are distributed as follows:

Auditor, 8; Coroner, 1; County Clerk, 16; Election Commission, 13; Fire Commission, 1; Fire Pension Fund Commission, 1; Board of Health, 24; Police Commission, 29; Police Pension Fund Commission, 1; Police Courts, 3; Board of Public Works, 76; Recorder, 21; Sheriff 3; Tax Collector, 20,

Under the rules of the Commission, original appointments are made un probation; the probationary period being six months. During that period the appointing officer, or department, may, by and with the consent of the Commissioners, discharge an appointee, upon assigning in writing his reasons therefor to the Commission. If he is not discharged within the probationary period, his appointment becomes permanent. By the operation of this latter rule the 37 copyists in the offices of the County Clerk and the Recorder, the stenographers of the Police Courts, and some of the mechanics of the Board of Public Works, are now permanent appointees.

Appendix "A," attached to this report, shows the date and class of each examination held, the number of applicants, the number that failed, and the number that passed, and the number of those appointed.

DISCHARGES.

Nine laborers, six sewer-cleaners, one paver and one Ordinary Clerk, have been discharged; four laborers and one copyist have resigned from the lists, and two copyists have declined positions.

BOARDS OF EXAMINERS.

The Commission has been fortunate in obtaining the gratuitous assistance of many prominent citizens, who assisted the Commission at a number of examinations

POLICE EXAMINATIONS.

The examination of applicants for positions on the police force awakened great public interest. The physical standard adopted, after consultation with the Police Commission, was higher than similar standards in other cities; but results have justified this decision.

During the third week of September 263 applicants were subjected to the physical examination. It was held in the rooms of the Olympic Club, by conrtesy of its directors. Every man was examined thoroughly, and out of 263 applicants 114 passed the physical test. This examination, like all others held by the Commission, was public, competitive and free. All these men received the benefit of a most thorough physical examination, without the slightest expense. In this work the Commission was assisted by a number of eminent physicians. The applicants who passed the physical test were subjected to a written examination, which resulted in the adoption of an eligible list of 83 applicants. Since the adoption of this eligible list, 28 applicants have been appointed to the police force.

In concluding this Report, the Civil Service Commissioners desire to testify to the generons and constant support given them by Your Honor during the year.

Respectfully submitted.

JOHN E. QUINN,

P. H. McCarthy.

J. RICH'D FREUD, President.

E. F. MORAN.

Chief Examiner and Secretary.

APPENDIX "A" CONDENSED.

Service,	No. Examined.	Passed.	Appointed.
Clerical	1271	577	{ 113 Permanent 350 Temporary
Mechanical	313	181	49 Permanent
Sanitary	56	32	18 Permanent
Police	113	83	28 Permanent
Electrical	45	24	23 Permanent

Reminder to Our Members.

Examine the list of members of the Association published in the Review and you will probably find some of your business friends missing. Please remind them of their duty to join the Merchants' Association. Let our rolls number 2,000 members before the year closes. Every new member strengthens the Association.

Just a Little Dollar.

The "home trading" situation is pretty well summed np in the following little ditty which is taken from the Kansas City Journal of Commerce:

> "Just a little dollar On its mission sent, Makes a lot of people glad Each time a coin is spent. You pay it to the butcher, For meat to give you strength; He takes it to the grocer, From whom it goes at length Some pretty bit of cloth or lace His better half to bny, Or help to get her winter hat, To make her rival sigh. The dry goods man sends on the coin To pay his market bill, And though the coin is often spent, It stays a dollar still.

And every time 'tis spent at home. Some act of good is done, In 'booming' local industries Ere the setting of the sun. But if you take the shining coin, And break the local chain, The chances are that from afar 'Twill not return again. If once it passes out of town, The butcher and the baker, The grocer and the dry goods man, The cook, the undertaker, The carpenter, the carriagewright, The blacksmith-everyone Will lose the chance to touch that coin, Ere the setting of the snn.

Just keep the little coin at home, Just keep it moving well. And every time it changes hands, Somehody's goods 'twill sell. That single little dollar Has thus a wond rous power To make somehody better A dozen times an hour. It pays the bill and wards off ill, And ne'er its power relaxes, To soothe the doctor, buy the coal, And pay for clothes and taxes.

New Members of the Association.

The following new members have joined the Asso-The following new members have joined the Association, raising the present total membership to 1,285: Alexander & Baldwin, 308 Market St.; Paul Bancroft, 723 Market St.; Jacob Barth, 505 California St.; Boston Carpet Cleaning Works, 705 Valencia St.; N. Brace, 3020 Sixteenth St.; Bruntsch & Reed, 500 Battery St.; E. F. Burns, 11 Grant Ave.; Arthur C. Campbell, 524 Second St.; C. J. Clemens, 409 Taylor St.; Calumbia Phanograph Co., 125 Genry St.; Thos. St.; Columbia Phonograph Co., 125 Geary St.; Thos. Cook & Son, 621 Market St.; John M. Curtis, 126 Kearny St.: Denniston's San Francisco Plating Works, 723 Mission St.; A. Galli Fruit Co., 516 San-some St.; Gantner & Mattern, 20 Post St.: Hampton & Bailly, 346 Church St.; Henry Hickman, 2915 Sacramento St.; W. L. Holman, 210 Fremont St.; Sacramento St.; W. L. Holman, 210 Fremont St.; C. G. Hooker, 917 Bush St.; Leon Lemos, 1117 Market St.; C. J. Lercari & Co., 524 Sansome St.; M. A. Levingston, 698 McAllister St.; S. M. Levy & Co., 208 Clay St.; R. Lichtenberg, 303 California St.; Noel P. Loupy, 126 Geary St.; C. A. Malm & Co., 220 Bush St.; Milwankee Furniture Co., 932 Howard St.; Libra Manghan & Co., 112 Computation of the Co. St.; John Monahan & Co., 412 Commercial St.; Morton Draying and Warehouse Co., 110 Battery St.; Nippon Company, 403 Geary St.; Nordman Bros., 134 Sutter St.; Pacific Sheet Metal Works, 209 Mission St.; Parks Bros. & Co., 310 Fifth St.; John Parridge, 306 California St.; Philpott & Armstrong, 823 Market St.; Preferred Accident Insurance Co., Milk St. Lipp W. Onigh 221 Figs St., Paths, & Co. Market St.; Freiered Accident Insurance Co., Mills Bidg: John W. Quick. 221 First St.; Radke & Co., 118 Sutter St.; Geo. Rischmuller, 3446 Nineteenth St.; Rosenthal's (Inc.), 107 Kearny St.; Royal Heating Co., 210 Mason St.; J. Smith, 906 Market St.; J. Tauzy & Co., 238 Kearny St.; The Toggery, 628 Market St.; Geo. Thistleton & Co., Ocean View; R. R. Thompson, 503 California St.; United States Glass Co., 18 Sutter St.; Union Transfer Co., Rryant and Second Sts.; John A. Whelan & Bro., 250 Spear St.; A. W. Wilson, Hotel Richelieu and Wunder Brewing Co., Scott and Greenwich Sts.

Municipal Ownership and Operation of Public Utilities.

Expressly written for the "Review,"

By HON. JOHN DE WITT WARNER,

Chairman of the Committee on Municipal Administration, Reform Club of Greater New York.

NOTE.—As the ownership and operation of public utilities by the city is the most important problem confronting the citizons of San Francisco, the columns of the "Review" are open for a futi discussion of both aidea of the question. Our members and readers will bear in mind that the arguments and atstements expressed by contributors are not necessarily the views of our Board of Directors or of the Merchants' Association.—Editor.

By her City Charter San Francisco is committed to municipal ownership of her public utilities. There still remain, however, questions of policy as to each, which will involve not merely its special circumstances, but the theory whether the city is to be enterprising or conservative. It is only in this view that I venture suggestion here. As to each step in the program contemplated by her Churter the citizens of San Francisco are the only competent judges. Discussion and experience elsewhere suggest, however, certain considerations.

THE LEGAL RIGHT.

First—The legal right is not merely undoubted, but the broadest possible one. In Fellows vs. Walker, 39 Fed. Rep., 651, it was held:

"Unquestionably the Legislature may authorize a city to "Unquestionably the Legislature may authorize a city to "turnish light, the Incilities for transport, or water, to its cit-"zens, with or without cost, as the Legislature or city may "determine."

And in "Nun" Publishing Ass'n vs. The Mayor, 152 N. Y., 257:

N. Y., 257:

"Cities are not limited to providing for the strict necessities of their citizens. * * * They may even gratify our ears with muste of a summer afternoon, or minister to our comfort by providing us with public baths. * The true ites it stat which requires that the work shall be essentially public and for the general good of all the citizens of the city.

* * Within that sphere of action overly should impose in overlowed the special specia

OHARGE OF SOCIALISM.

OHARGE OF SOCIALISM.

Second—In case of doubt the presumption is in favor of municipal ownership and municipal operation.

In this connection the epithet "socialistic" has become outworn. In the light of experience the answer is both apt and logical, that it is less corrupting for the city to control trunsport, water and light supply, than it is to have the city or the State controlled by street railway, water or gas companies.

or the State controlled by street railway, water or gas companies.

Indeed, a city is in itself a socialistic aggregation, while civilization is steadily developing socialism—making ever freedom and opportunity to each. The defect of communism is that, to secure a common level of happiness, the individual is confined to that level. Of civilization, restraint is but an incident, used only so far as necessary to protect each in his use of enlarged freedom. The old socialism erred in that it attempted to prescribe what a man should eat, do or believe. The new socialism leaves him to choose what he shall ent, wear, do, or helieve, and secures him ever greater and greater returns for such effort as he may make, in whatever direction he chooses to exert it. It is to this end that municipal water, light, transport, etc. are furnished him—not to restrict or direct him, but to make him more free, and to make his freedom worth the most possible to him.

POLITICAL DANGER.

POLITICAL DANGER.

POLITICAL DANGER.

So far as concerns political danger the number of those directly depending upon the city for a livehood would be enlarged; and this is not desirable in itself. The question, however, lies between a force of voters in city employment and a similar one in the service of a monopely whose immediate interest is opposed to that of the city. In the light of experience this question is no longer debatable. While aggregations of Bureau employees may tend towards demorphization, our experience with the Post Office, and that of nearly every considerable city in the world with large classes of employees whose occupations bring them in constant and intimate contact with citizens in their daily lives, uniformly shows that civic interest and pride are thus stimulated, and corruption and jobbery made more rare.

NEW YORK CITIZENS' UNION.

NEW YORK CITIZENS' UNION.

of the striking testimony that might be adduced I note but two items. After years of study and observation Mr. R. Fulton Cutting, the President of the Citizens' Union of New York City—the great non-partisan political organization of the metropolis, concludes:

"In these last rears of the nipsteenth continuous."

"In these last years of the nineteenth century, we have a "new light upon the possibilities of the commonwealth. The theory of municipal ownership of public utilities, now "spreading so rapidly, is one of the longest strides yet taken by individuals who have associated to govern. " The "municipalization of transportation and lighting it any large "eity, must inevitably bring its population into direct touch "with the administration. A consciousness of personal relations as wakened. The subjective element of government, "now obscured by our excessive solicitude for individualism," is brought tellight. It is true the sentiment created is "mainly selfish, but it is nevertheless educational " "If we endorse the impotent conclusion, "First honesty," manner emancipation from partisan domination. " But," this is the opportunity of the true civic spirit. The courageous adoption of the policy of public owbership as the definite deal of political purpose, would appeal at one and powerstifficial to the people."

NEW YORK CHAMBER OF COMMERCE.

The Chamber of Commerce of New York City, whose conservatism will not be questioned, lately included the

following in its recommendation to the Charter Revision Committee, appointed by the Governor to consider the working during the past three years of the Greater New York Charter:

"This Committee believe that the City should own its water "supply, and that it should nequire, if it can be done on fair terms, the gas and electrical supplies of the City. The ex"perfecce of Municipal Governments in Great Britain abundantly proves that such ownership has tended to the public "welfare."

REASONS OF ECONOMY.

Third-Economy favors municipal ownership and opera-

Third—Economy favors numicipal ownership and operation.

The objection most frequently raised defeats itself.

It generally takes about this form: The capitalized worth of the public franchises now held by private individuals, by improvident gifts of earlier days, is of such enormous value that the city cannot afford to purchase them—in other words—that the rights of the public were so extraordinarily valuable, and have been in so large mensure given away, that to repurchase them would hopelessly burden the city. This argument proves too much. For proper compensation to the private owner of a public franchise is not what would be the worth of a perpetual franchise could it exist. Our Government is one of limited powers, and is incompetent either to give away auy essectial of sovereignty, or irrevocably to delegate the exercise of any Government power. Our streets, our harbors—every public franchise or privilege—are irrevocably beld by the City or the State as trustee for the public. Serupulous as may be legislatures and courts to protect the private party to any contract made for the benefit of the city; liberal as all will concede should be the treatment of the private corporation to be displaced; the value of its franchises is rigidly limited by the fact that neither City nor State can give any right whatever, except subject to that of the public to limit or abolish it whenever public interests might be otherwise better served.

PERPETUAL FRANCHISES.

PERPETUAL FRANCHISES.

It is not, therefore, the city that must refrain from using its streets until the street car, gas, electric light or power companies, who are in possession of them, shall have been satisfied, but these private corporations that must abandon the streets the moment public service is concededly for the test interests of the city. The notion that a private right perpetually to exercise a public franchise can exist, is an exploded heresy. In short, to argue that a perpetual franchise is too valuable for the public to re-take is too admit that the title is void by which it is held, and that the action by which any public authority whatever purported to grant it was an illegal and ineffectual misuse, by trustees for the public, of the trust temporarily in their hands.

EX-MAYOR HEWITT OF NEW YORK

EX-MAYOR HEWITT OF NEW YORK.

On this point I cannot do better than quote Ex-Mayor Hewitt, an ideal representative at once of the civic pride, property interests and business enterprise of this City.

"Doubtless the change will be resisted by the companies who have so long abused the public patience; but it is proper where to say that these companies have acquired and can acquire of rights against the public which are not subject to the general police power that is inherent in society. I am "aware that companies holding public grants claim to have "vested rights: but there are no such things as vested rights "which can interfere with the power of the community to do "those things which are essential for its growth, its safety "and its progress in civilization. * * Message of Hon. "Abram S. Hewitt, Mayor, to the Board of Aldermen, 1888."

THE PUBLIC INTEREST.

Again, it is urged that private operation is more economical than public. In one sense this might be true and yet not be final in fuvor of private operation.

For it is the public interest that must primarily be considered. No matter what gains private undertakers might secure for themselves and their stockholders, these are immaterial, unless, at the same time, the public gets better service for its money. And here again the question is not of net gain or loss in the one service—street railway, for instance—but the resulting gain or loss to the public when considered from every aspect.

For example, the higher assessments and greater tax returns from a well developed suburb might repay ten-fold the petty deficit in receipts of street railway extension to develop it. The use of parks, libraries, museums, zoological and botanical gardens, as well as of schools, might be largely increased—often doubled or trebled—by such extension of facilities or such reduction of fare as should permit more general enjoyment of them, at but a tithe of the capital or interest charge otherwise needed equally to accommodate the people. A slight reduction of dock or port charges may be decisive in attracting a commerce that shall repay tenfold the margin of apparent loss thus caused. The free or cheap supply of municipal gas in the alleys of city blocks, and the public hallways of city teneunts, may be repaid a hundred-fold by the good order thus promoted, and the crime thus discouraged.

OPERATION OF FRANCHISES.

In every case where public service is to be rendered, the presumption already is, and is every day incrensing, that, in the end, the City itself should not merely nwn but operate the franchise.

As to water and light supply, the examples have long been so numerous that, except through ignorance, any serious question is now rarely raised. The operation of street (surfsee, elevated and sub-way) transit is admittedly the nost crocial of the strains to which the theory of public operation of public service can be subjected; and latterly as to this, the results of the most varied experiment triel ander every possible condition, upon every scale, have instified the City in directly furnishing railway facilities. The oldest of the more prominent examples is that of Glasgow. After this has been discussed for years, the Reform Club's Committee on City Affairs sent its Secretary to that City to make a full and impartial investigation. His report in March last was exhaustive and such as to challenge criticism as to fairness. It was published in "Municipal Affairs" of March, 1900, and is distinctly favorable to the experiment.

EXPERIMENT IN LONDON.

EXPERIMENT IN LONDON.

An experiment still more convincing—if possible—has been that of the London County Council, made under conditions which, as compared with those of most American Cities, were appalling in difficulties to be overcome; and as to which the summary by its chairman, of the Council's report, for the year ending March 31, 1900, states:

"This year, for the first time, it can report the result of the "Council's working of its own tramways to South London, and this report is in every way satisfactory. Its traffe "receipts have exceeded by £4,00 those of the London Tramways Company in its most successful year. It has receipts have exceeded by £4,00 those of the London Tramways Company in its most successful year. It has retired that its relations with the men are perfectly satisfactory. "It has initiated a system which gives one day's rest in "seven to every person employed, and it has established "60 hours a week. It has improved the service, excluded the "10 include in the Council's budget for the present year the "handsome sum of £42,000 to go towards the relief of the rate "payers." "hands"
payers.

TWENTY-FIVE YEARS FROM NOW.

It wall-important is the subject under discussion can be comprehended only by one who shall imagine the municipal development of the next twenty-five years.

Clean, dry and spacious streets will be the rule, as will systems of sub-way transport more extensive and comfortable than are surface systems now, with fares so low that convenience or pleasure —rather than expense — will limit their use. Public operation of city light plants will then prevail; that, as now with water, the charge will be so adjusted as to leave the amount each uses one of choice rather than expense. Heat will be similarly produced and furnished. Public telephone service will be correspondingly chesp. A city express service will be provided for safe earriage and prompt delivery of portable property deposited in any quarter. Tenements will be fire-proof and abundantly supplied with light, water, heat and ventilation; and, relieved by neighborbood facilities, —such as public kitchens and laundries, —of much of what now crowds and befouls them, they will be healthy und cheerful homes for wage earners. Coal gas and dust and animal garbage will no longer measurably defile our air and our streets. The city's refuse—thus reduced to a minimum—its disposition will be but s petty problem. Baths will be free, and public hospitals will make it as rare for one ill to remain at his residence as it is now for him to leave it. Education will be literally free as ir. Public recreation will be provided for. In every local ity there will be abundant provision for public meetings such as shall stimulate full discussion of all city problems. Beautiful and impressive structures, instructive and inspiring pointings, fully-equipped libraries, museums, garden, and parks, and beautiful architecture—public and privatewill characterize the typical city; and by its own municipa activities, it will constantly make itself a brighter and better house for all who dwell within it.

I have to apoligize at once for the space I have appropriated, and the brevity with which I

I have to apoligize at once for the space I have appropriated, and the brevity with which I have touched upon subjects of vital importance. I therefore conclude with bu wo suggestions:

KEEP THE PRINCIPLE IN MIND.

It is of first importance that the principle of ownershly and operation of public utilities be unqualifiedly recognize—this that in each regard in which any public utility is deawith, its ultimate operation by the city be kept in mint. This does not mean as to any one that it should be at our undertaken, or as to many but that an indefinitely lor period must or may intervene before it will be policy this to treat them. It does mean, however, that in every caspublic property and public rights should be sacredly reserve to the public, so that neither by ignorance, carelessness, corruption, nor fraud, shall private interests have even appeared to the public, as that neither by ignorance, carelessness, corruption, nor fraud, shall private interests have even appeared to the public and the duty of the city itself to serve i citizens.

DETAILS ALWAYS DEBATABLE.

DETAILS ALWAYS DEBATABLE.

Not less important—frequently even more so—is it remember that the committal of a policy does not involinstant adjustment of all its details.

The theory that in the end public service will be best redered directly by the public, once understood, admits of limitation. But the question as to whether, at any given exprise shall be then assumed by the public always debatable, and must be considered in connection on nerely with its direct, but its indirect, consequences, a frequently as one of alternative enterprises between which are the public of the public o

THE CITY SHOULD BE PREPARED

It is, therefore, scarcely more important that the eshould be prepared to undertake public service, than that should not so undertake it faster than it is thus prepar or in directions except those in which distinctly favora prespects appear.

or in directions except those in which distortly acroprospects appear.

Rash experiments will more effectually betray the caof municipal development than will any probable c
servatism of its friends. The rarity of the cases in wh
the opponents of municipal responsibility can point to
astrous experiment is an argument alike for the soundi
of the principle, and for the conservatism with which it
so far been applied.

JOHN DE WITT WARNE New York, January 16, 1901.

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RE VIEW.

REVIEW.

J. RICH'D FREUD, - - -

EDITOR

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POLICY OF THE REVIEW.

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Communications must bear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the REVIEW.

Merchants' Association of New York HONORARY MEMBERS

RELIABLE BUSINESS GUIDE TO SAN FRANCISCO.

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NUMBER OF MEMBERS FEBRUARY 1, 1901, - 1285.

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Stupsrich Mfg. Co., The141 Frement	cisco	Rosenthal, Feder & Co. 11 Sansome Rosenthal's Inc. 107 Kearny	Floreollet Henry C Valencia
AGENTS.	Manual Coulogo Donk of Can Grangisco		Hofmann & Woenne
Bancroft, Paul	33 Post	Siehe Shoe Co	
ACDICULTUDAL IMPLEMENTS.	Nevaua National Bank it San Flatonery	Soulivan, J. T	Poly Heilbron & Co
	Savinga and Loan Society 101 Montgomery		Taaffe, Wm. & Co1537, 15th Ave. South
Hooker & Co	Sa F. Savings Union. 522 California Security Savings Bank. 222 Montgomery Wells Fargo & Co's Bank. Sansome & Market		BUTCHERS' SUPPLIES.
AIICHITECTS.	Wella Fargo & Co's Bank. Sausome & Market	Young, George H	Pacific Butcher Supply Co
	BAR FIXTURES.		CAPITALISTS.
Curlett, Wm	Fincke, Oscar	Hihernia Brewery	Biahop, Chas. R
Magga, Herbert B 11 Crant Ava	BARBERS' SUPPLIES.	Phœnix Brewlog Co	Dean Walter E
	Deckelman Bros		Denman, James 2318 Steiner Ehrenpfort, Wm Soil Filmore
Reid Bros. 26 Montgomery Shea & Shea		Wunder Brewing CoScatt and Greenwich BREWERS' & BOTTLERS' SUPPLIES.	Gage W. S
AHT GLASS.	BARREL MANUFACTURERS. California Barrel Co327 Market		Hayward, Alvioza
California Art Olass, B. & C. Works		Abramson-Heuvisch Co	
Second Second	BATHS. Farnham, John317 Bay	Hermann & Co214 Sacramento	Moore, A. A. Jr
ART GOODS.	BAZAARS.	BRIDGE BUILDERS.	Schmidt, John A
Cohen, H	Emporlum and Golden Rule BazaarMarket	Laydon, Darby	Schmidt, John A. 425 Ellis Spreckels, Claus. 227 Market Thompson, R. R. 500 California
Kennedy-Rabjohn Aft Co	WALLE TO COLUMN TO THE	BROKERS-ULSTON HOUSE.	CARPENTERS AND BUILDERS.
Reneily-Region 229 Sutter Sanborn, Vail & Co. 741 Market Schussler Bros. 27 Graut Ave Vickery, Atkens & Torry. 224 Post	BEER BUTTLERS.	Bellingall, P. W	Robinson & Gillespie337 Sutter
Schussler Bros	Enterprise Bottling Co2745 Sizteenth Fredericksburg Bottling Co1510 Ellis	Bruntsch & Reed	Brailey, C. Ottomicoloris
AHT INSTITUTE.	BELTING-LEATMER.	Mattern & Danglada	CARPETS.
	Cook, H. N. Belting Co317 Mission Heins, Alex	Mayhew, H. B. & Co	Cordes W. F Emporium
Fletcher, R. HCurstor Mark Hopkins' Inst. of Art	BICYCLES.	BROKERS-MERCHANDISE AND	Cordes W. F Emporium Guillixson Bros
ARTIFICIAL STONE PAVING.		GENERAL.	Sperling & Stolzenwald 2011 Mission Wa'ter, D. N. & E. & Co
Gray Bros228 Montgomery	Allen, I. P	Booth F. E	
ASBESTOS COVERINGS.	Christoner, C. M	Mackie, Wm	CARFEI CEBRUING WORLD
McDearmon & Co	Pope Manufacturing Co	Page Bros. 302 Cal formla Palache, R. K. 12 Front	Boston Carpet Cleaning Works .763 Valencia
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Hickmott Asporagus Canolog Co 3 California		BROKERS-STOCK, BOND & GRAIN. Ames, Worthington324 Montgomery	Hampton & Bailly
ASPHALTUM HOOFERS.		Barth, Jacob	Spaulding, J. & Co
Bonnet, B. & Son100 Montgomery Ave	BOILER WORKS. Eureka Boiler Works113 Mission	Ames, Worthington	CARRIAGE COMPANIES.
ASSAVING.	BOY TO MANUELA CONTINUE DE	Girvin & Eyre 307 California Hecht Bros. & Ca. 312 Puc	
Price, Thos. & Son524 Sacramento	Payne's Bult Works121 Howard		
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709 Fran		Ottinger A	a O'Brien & Sons
Schmidt, J. & Co115 Drumm	Cunningham, Curtiss & Welch319 Sansoma	BROOMS, BRUSHES AND WOODEN	. CASH REGISTERS.
RAKERIES.	Hammand I D	WARE.	Autographic Register Co 353 Market
Prost & Komethoeft336 Third Simking & Thorp116 Eric	Hanak & Hargens	Lake & Co	CENTRAL PARK ASSOCIATION.
BANKS AND BANKERS.	Pahartean A M	BUILDING AND LOAN ASSOCIATIONS	McNeill D. R Market
American Bank & Trust Co200 Montgomery	S. F. News Co242 Gears	Pacific States S. L. & B. Co Pin	CHAIR MANUFACTURERS.
American Bank & Husted Limited 200 Sansome Bank of Brilish Columbia. Sansome and Bush		Han Sansom	e Heywood Bros. & Wakefie'd Co 621 Mission
Bank of California400 California	BOOTS AND SHOES.	BUILDING MATERIALS.	CHARCOAL
Montgomery and California	a Buckingham & Hecht	Waterbouse & Price206 Kearn	CHARCOAL. y Ohlandt, N. & CoIndiana and Tolo
Chimippian panking Co Spicedete State			

CHEESE IMPORTERS.	Landsharman		
Schlegel & Bruker324 From	Leist, C. J. & CoSucramente & Day	ot Hele Bros	funs.
CHEMICAL WORKS.	Lercari, C. J & Co	reconnect, re. 1. Co	The disk att
California Chemical Works	Levy, S. M. & Co. 208 cuts	Livingaton Bros	Hoffich, Max
Western Chemical Co3214, 251	h Lichtenberg, William	Michels & Wand	Post 1
CHEMISTS.	Loaisa, W. & Co	Murphy, Grant & Co. Sansome & Busi	BATIOTI DE A DITIES A COMPANIO
Curtie, J. M. & Sou123 Californi	a Maculerion, A. M	n Newman & Levinson	Ensign Bickford & Co 200 Cause
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Lane & Councily204 Market Longstadter, I. S401 Geary	Zentner, J. & CoFrunt & Washington	S. F. Business College1226 Market	United States Glass Co
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Plagemann, H. & Cu	Guillet, Chae	Floatricel Englander C.	Moss, Geo. A
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Cailleau, Armand114 Kearny	California Cotton Mills Co310 California	ELEVATOR MANUFACTURERS.	Blbo, Newman & Ikenberg
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Stein, J. H. & Co718 Markst	CREDIT DUREAU.	Levy, Julea & Bro 5 Sansome	Goldberg, Bowen & Co
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Prager, A. J. & Sons	Kittredge, E. H. & Co113 Market	Data and a second district dis	Ring Bros.
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COAL DEALERS.	Ayera & Co	Abrigueta de Luis 1 Holon Sa N V Cu-	Stunker & Ehlere
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Rosenfeld's, John, Sone202 Sansome San Francisco & San Joaquin Coal Co	Western Transfer & Storage Co228 Frunt	FLORISTS.	HAIR DEALERS.
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Coffrey, John 21 Sutter	S W cor Von Non-A C C	Stockton Milling Co	ilibbs, George W. Co
Christy & Wise Com. Co	United, J. R. & Co 417 Sansoma	FRUITS AND VEGETABLES,	le, J. G. & Co
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DeBernardi, D. & Co409 Front	Lengfeld's Pharmacy. 202 Stockton	Outes, ass, I full Co	
Dennison, W. E. & Co205 Davis	No Percentage Drug Co	TORRITORE-HOUSE AND OFFICE.	farwedel, C. F
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Eveleth-Nash Co 422 Front S	Sebroid: Vol	Eastern Outfitting Co	Philpott & Armstrong
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Kittle & Co	Graf Bros	Wilson Bros	engedorffer K & Soo
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Viceter & Co22 Eecond	Conradi & Goldberg	Williams Bros111 Eufter	PATENT DOOR OPENERS AND
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The	Uolon Lithograph Co		Loeffler, John
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Vorwich, Union Fire Ins. Society. 314 California Pacific Mutual Life Ios. Co. of California 	LOAN OFFICES.	Eggere, Chas. & Co	Townley Bros
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Phonoir Mutual Life 10s. Co			Forsyth, W. C
20tter, Edward E322 Mnatgomery Preferred Accident Insurance CoMills Bldg	Blyth & Trott	Taylor, John & Co	Murrey Brue
hleids, A. M	Doe, Chas F. & Co	MINING COMPANIES.	S hanz & Grundy56 Eighth Wilson, W. F
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Aorton & Hedley234 Fremoot /ulcan Iron Works505 Mission	Scott & Van Arsdele L. Co5th & Brandan S. F. Lumber CoThird & Berry	MUNICIPAL ENGINEERS.	Wilfert Broa1378 Market
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Hall, A. I. & Son	Ralston Iron Works	Oils.	Pernau Bros
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Metropolitan Match Co.

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Morgan Oyster Co. The.

Morgan Oyster Co. The.

MATCH Third

Match Co.

Morgan Oyster Co. The.

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Match Third

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Match Co.

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Heodrickson, William & Co	Foard, L	Oallagher, P. H. & Co	Haslett Warehouse Co., The206 California Lemman BrosTownsend & Japan
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Hooker & Lent		TAILOR TO TRADE.	WELL BORERS.
Madison & Burke	SHIPPING AND COMMISSION.	Hilp, Henry102 Battery	Lowe, J. W126 Kearny
Manning II. S. 3956 Washington McAfee Bros. 108 Montgomery	Alexander & Baldwin, Ltd308 Market Chapman, W. B123 California		
McElroy R. D 4 Phelan Bldg Oliver, B. P 114 Mantgomery	Delina & Co 209 Safe Deposit Bldg Dieckmann & Co	TANNERS.	WINES AND LIQUORS.
Patterson, Geo. W. H. & Co. 11 City Hall Sq.	Grace, W. R. & CoN.E. cor. Cal. & Battery	Eagle Tennery28th & San Bruno Ave Legallet-Hellwig Tanning Co601 Front	Adams, Chas. L
Pforr, John	Johnson-Locke Mercantile Co204 Front Knudsen, C. N. & Co122 Davis	Nurton Tanning Co	Braunschweiger & Co
Schleeinger, Nathan	Land Henry & Co214 California	Struven & Birgie1509 San Bruno Ave	Buneman, H
Shainwald, Buckbee & Co210 Montgomery Smith, Julien	Marcus Gen. & Co	TANNING EXTRACTS.	California Wine Association 661 Third
Stragghurger, I. & Co	McNear, G W	California Tanning Extract Co 218 California	Chaix & Bernerd
Umbaen, G. H. & Co	Newhall, H. M. & Co309 Sansome Otis, McAllister & Co109 California	TEAS, COFFEES AND SPICES.	Chevalier, F. & Co
RECREATION GROUNDS.	Parrott & Co	Brandenstein, M. J. & Co	Eisen Vineyard Cu
	Pinet J. & Co	Burmester, Henry W	Friedman, Paul
Herman, RHarbor Vlew Park	Roaenbaum Broa	Caswell, Geo. W. & Co414 Sacramento Columbia Coffee & Spice Co112 Front	Hey, Grauerholz & Cc
REFINERS.	Ulrichs, J. F	Folger, J. A. & Co104 California	Hildebrandt, Posner & Co 610 Front Holtum Bros., Inc
Selby Smelting & Lead Wks418 Montgomery		Guittard Mfg. Co	Hotairog, A. P. & Co431 Jackson
RESTAURANTS.	SHIPSMITHS.	Hollman, Henry2805 Missioo	Italian-Swiss Agric. Col518 Muntgomery Jones. Mundy & Co
Bay State Restaurant		Junea-Paddock Co 26 Fremont	Kuhls-Schwarks & Co129 Sutter
Bergez, John	SHIRT MANUFACTURERS.	Lievre, Fricke & Co	Lachman & Jacobi
Collina & Wheeland329 Montgomery	lde Geo. P. & Co	Thierbach, Chae. F. & Co	Levingston, M. A
Cuenin, I	SILK MANUFACTURERS.	TELEPHONE AND TELEGRAPH	Luhhen, John
Fischer E. A	Carleon-Currier Co 8 Sutter	COMPANIES.	Mann. C. M., euc. to I. de Turk.218 Sacramento
Galludo & Juranitz	Nonntuck Slik Co535 Market	Pacific States Telephone and Telegraph	Martin E. & Co
Johnson Restaurant Co28 Montgomery Krone, F. W35 Geary	SMOKERS' ARTICLES.	Co., The	Meinecke, Chas. & Co314 Sacramento Meyerfald, Mitchell & Cu116 Front
Larsen C. G	Helninger, C. P. & Co535 Market	Weine, E. F., Supt. Am. Dist. Telegraph Cu	Mohns & Kaltenhach, Inc
Loupy, Noel P		TENTS AND AWNINGS.	Much & Lynch
Page & FalchTurk & Mason	Fischbeck & Gloutz307 Sacramento	Ames & Harris, Icc	Naher, Alfa & Brune
Pouchan & Schlatter	Lille, CharlesN.W. cur. Bay & Webster Newell & Bro217 Davis	Thoma, F	
Schwarz & Beth O Parrell & Market		THEATRES.	Rusenblatt Co., The
Swain, Frank A	SODA WATER APPARATUS.	Belasco, FredAlcazar Theatre	Royal Eagle Distilleries Co501 Market Samuel Bros. & Co132 First
Westerfeld P & Co		Friedlander, S. H. & Co California Theatre	Schilling, C. & Co230 Brannan
Wicker & Hermanaen Market & Park Ave Young, H. H	SODA WATER MANUFACTURERS.	Walter Grpheum Co113 G'Farrell	Schultz, Wm. A. & Sons
Zinkand, Chas. A927 Market			Shea, Bocqueraz & Co
RUBBER GOODS.	SPICES AND FLAVORING EXTRACTS.	Tay, Geo. H. Co	Spruance-Stanley Co
Bast. Way. Hose & Rubber Co14 Fremont Goodyear Rubber Co577 Market	Rieger, Paul & Co511 Front	TITLE INSURANCE.	Tauesig, Louis & Co
O P. and Rubber Mfg. Co., The 30 Fremont	STAMP DEALERS.	California Title Inc. and T. CoMills Bldg	Van Bergen, N. & Co418 Clay
Morgan & Wright	Makine & Co	TOWEL COMPANIES.	Wetmore, Bowen & Co
Winalow, C. R. & Co 44 Second		Mercantile T. & L. Co	Wilmerding-Loewe Co
SAFES.	STARCH MANUFACTURERS.	S. F. Towel Co., The	WIRE AND WIRE ROPE.
Hall's Safe & Lock Works		TRANSFER COMPANIES.	American Steel & Wire Co10 Pina
Parcelle, C. B216 California	STATIONERS AND LAILER DEPARTMENT	Morton Special Delivery Co408 Taylor	Roohling's, John A. Sons Co25 Fremont
SALT DEALERS.	Blake, Mofitt & Towns	Pacific Transfer Co	WOOD DEALERS.
Barton, B. F. & Co212 Sacramento	Dodge Stationery Co123 Grant Ave	River Express Co	
SAW WORKS.	Heynemann, Milton412 Montgomery		Devoto & Pedrini
California Saw Works	Le Count Bros	TRUNICS.	Iverson Trading Co., The N
Simonde Saw Co33 Market		Hirschfielder & Mesney	
SCHOOL AND KINDERGARTEN SUPPLIES.	STATISTICIAN AND ECONOMIST.	Malm Cl A & Cl-	
Bradley, Milton Co122 McAllister	STATISTICIAN AND ECONOMIST.	Malm, C. A. & Co	WOOD MANTEL MANUFACTURERS.
	STATISTICIAN AND ECONOMIST. McCarty, Louis P2524 Clay	TRUSSES AND ELECTRIC BELTS.	WOOD MANTEL MANUFACTURERS. Bush & Mailett Co
SCOTCH TWEEDS.	STATISTICIAN AND ECONOMIST. McCarty, Louie P	TRUSSES AND ELECTRIC BELTS.	Bush & Mallett Co
	STATISTICIAN AND ECONOMIST. McCarty, Louie P	TRUSSES AND ELECTRIC BELTS. Pacific Electric Belt & Truss Co1176 Market TURKISH BATRS.	Bush & Mallett Co
SCOTCH TWEEDS. Craig Bros	STATISTICIAN AND ECONOMIST. McCarty, Louie P	TRUSSES AND ELECTRIC BELTS. Pacific Electric Belt & Truss Co1170 Market TURKISH BATRS. Burus, Edw. F	Bush & Mallett Co
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THE AIMS OF CIVIL SERVICE.

W. DOHRMANN.

PRESIDENT OF THE MERCHANTS' ASSOCIATION.

-Originally published in the "Chronicle."-

It is a self-evident proposition, that there must be some process of selecting public employees. Some test must be followed in the appointment of subordinates in the public service. What shall that test be? Shall it be politics or merit? Shall it be patronage or fitness?

A UNIVERSAL RULE.

Almost unconsciously certain common sense rules are constantly followed in our daily affairs. In launching a successful commercial or mechanical enterprise, one of the first essentials

is the requisite skill or labor. How is it secured? What rule guides us in its selection? If we want a competent clerk or skilled mechanic, do we ever inquire as to his politics? As a fact, we don't care whether he is a Republican or a Democrat, so long as he faithfully and efficiently discharges the duties of his position.

THE "SPOILS SYSTEM".

It is a peculiar enigma in partisan politics that it proceeds in a course contrary to the fundamental axiom that insures success in all other legitimate callings. Apply the "spoils

system" to any successful business concern, and bankruptcy would be the inevitable result. The same disastrous consequence is sure to attend its continuance in the public service. History abounds with conclusive illustrations in the decline and fall of nations, states and cities.

THE "MERIT SYSTEM".

Civil Service reform is aptly termed the "Merit System." That is to say, it is a process of selection based upon merit. The fitness of a person is the sole test for his appointment.

It is the same principle that obtains in business life. The only difference is in the method of ascertaining the merit or fitness of the applicant.

The Civil Service Article in the Charter of San Francisco THE CIVIL SERVprovides that the fitness of applicants shall be determined by ICE ARTICLE. examination, "which shall be public, competitive and free."

The applicants are graded in the order of their relative excellence as shown by their examination, and are certified in this same order for appointment.

PUBLIC SERVICE OPEN TO ALL.

The merit system opens the avenues of official employment equally to all citizens who aspire to the public service. There is no distinction as to rank or wealth. The college bred

graduate has no superior advantage. Nine-tenths of all successful applicants have had a common school education only. The examinations are practical and the questions pertain to a general knowledge of the duties of the positions. In clerical service, a legible handwriting and the rudiments of arithmetic are also required. In mechanical service, the applicant must file a "proof of knowledge of trade" signed by three master mechanics. The moral character for honesty and sobriety of each applicant for any service in the city government must be youched for by three reputable citizens.

THREE CARDINAL PRINCIPLES.

The first aim, therefore, of civil service is to secure appointment upon merit. The second aim is to insure promotion for efficiency. The Charter provides that competitive exam-

inations for promotion shall be open to the members of the next lower rank, and relative excellence shall likewise determine their promotion. The third aim of Civil Service follows the others as a natural result. The Charter provides that there shall be no removal except for cause upon written charges and only after a fair public trial. This insures permanent tenure during good behavior.

A MORAL AND MATERIAL

Here, then, we have a logical and complete system to govern the public service. Appointment upon merit, promotion for efficiency and removal for just cause only are the three cardinal principles of the Civil Service erced. Surely no patriotic citizen could take exception to such a system as a moral factor in civic progress. Nor is the structure less admirable or less desirable from a material or business standpoint. The public records of San Francisco during the past forty years would dispel any possible doubt upon either score.

A CHOICE OF TWO SYSTEMS. If the heads of departments in the city government had heretofore appointed their subordinates because of their ability and efficiency, there would be no need now of a change in the

system. The main credential heretofore required in the selection of the deputies, clerks and employees in the city government has been political influence or party affiliation. It has been my privilege to observe carefully the workings of the local Civil Service since the adoption of the Charter, and I will sav that it is far better and preferable to the system heretofore in vogue. No one claims that it is perfect, and errors may happen as in any other pursuit in life. No human work has yet reached perfection.

It is not a question of Civil Service or something better. It is simply a choice between the "merit system" and the "spoils system." It is either "to the competent belong the offices" or "to the victors belong the spoils." The contrast is as wide as day and night, sunshine and darkness. Can any intelligent citizen hesitate in his preference?

The most frequent charge against Civil Service is that it breeds A CLASS OF OFFICE HOLDERS. a class of office holders. Well, suppose it does. Is that in itself a fatal defect? There are 90,000 office holders under the Civil Service in the United States Government. No class of official employees stands higher in public confidence and esteem. The mail carriers all enjoy permanent tenure under the merit system. Is there a more capable, painstaking, prompt, courteons and faithful body of public servants than the 15,000

mail carriers in the Civil Service of Uncle Sam? No; there is nothing aristo-

cratic or exclusive about the merit system.

INVALUABLE GOVERNMENT. If Civil Service is desirable in the National Government, it is surely invaluable in Municipal Government. Political policies properly enter the domain of national affairs; but

"City Government is business, not politics." Clean streets and sewers, police and fire protection, liberal education, pure water, modern pavements, adequate lighting and all other municipal affairs require economic and not political treatment. Such intricate problems cannot wisely be left to the mercy of party patronage. Their solutions require trained minds and skilled hands.

EXPERIENCE OF OTHER CITIES.

Volumes have been written in advocacy of the merit system, but the actual experience of the world's great cities is the most potent argument in its favor. The establishment of

civil service in the leading cities of Europe marked the beginning of their greatness. Wherever it has been properly operated in American cities, rapid growth and advancement have resulted. Although scarcely a year has passed since its establishment in San Francisco, beneficial results are already seen in those departments having appointees from the civil service eligible lists. As soon as the system is in full operation, there is every reason to believe that the fond expectations of the friends of the merit system will be fully realized.

GIVE IT A FAIR TRIAL.

Let us give it a fair trial. Let us co-operate in its just execution. Our city is on the threshold of a promising future. Without a well conducted business administration of muni-

cipal affairs, San Francisco will be seriously handicapped in the race for supremacy. Such a municipal administration will largely depend upon the thorough establishment of the merit system; for, it may truthfully be said, that civil service is the foundation of civic advancement.

QUARTERLY MEETING of the MERCHANTS' ASSOCIATION.

Academy of Sciences Hall,

FEBRUARY 20, 1901.

The first quarterly meeting of the Merchants' Association for 1901 was held at the Academy of Sciences Hall on Wednesday evening, February 20, 1901. The special subjects for discussion were "How to Beautify San Francisco" and "Home Rule for San Francisco."

ADDRESSES AT THE MEETING.

The able address of Mr. W. M. Bunker upon "The Adornment of San Francisco," as delivered at this quarterly meeting, is published in full on pages 3 and 4 of this number of the REVIEW. Hon. Horace Davis and Daniel V. Kelly, Esq., spoke eloquently and forcibly upon the subject of "Home Rule for San Francisco." A condensation of the main points in their addresses is presented below. OPENING REMARKS OF THE PRESIDENT.

President Dohrmann opened the meeting with a few remarks upon the work of the Association and its particular interest in the subjects for discussion. The Merchants' Association aimed to improve municipal conditions by making the material conditions of the city better, by securing a better city government and by advocating sound principles and measures.

REASONS FOR THE NEW CHARTER.

The main reasons that existed for creating a new Charter for San Francisco were found in the Legislative interference in city affairs, in the "spoils system" of party politics and in the extravagance of administering municipal affairs. Dissatisfaction with such conditions gave rise to the new Charter.

FUNDAMENTAL PRINCIPLES OF THE CHAR-

To remedy these abuses the Merchauts' Association decided to secure a municipal Charter that would give San Francisco a greater degree of self-government, and public service based upon merit and a husiness administration. Consequently, we find as a basis of the Charter the three principles of Home Rule, Civil Service and Economic Administration.

HOME RULE OR LOCAL SELF-GOVERNMENT.

Since the adoption of the present Constitution of California in 1879 the policy of all legislation has tended toward local self-government. Special legislation has been prohibited by the Constitution and cities were now privileged to adopt Charters for their own self-government. It may therefore be said that the cities of California that have adopted Freeholders' Charters are entitled to enjoy the privilege of governing themselves. Essential to the privilege of local self-government is the adoption of Civil Service with its cardinal principles of appointment upon merit, promotion for efficiency and removal for just cause only.

BILLS IN THE PRESENT STATE LEGIS-LATURE.

A number of bills have been introduced in the present Legislature of the State, the object of which is to legislate upon municipal affairs already governed by the provisions of the Charter. Merchants' Association considers it necessary to enter its protest against the enactment of any such measures. A list of some of these obnoxious bills will be read to this meeting and resolutions proposed by the Board of Directors will be submitted for consideration.

BILLS AFFECTING MUNICIPAL AFFAIRS.

The Secretary then read the following list of bills that have been proposed in the present Legislature to regulate the municipal affairs of cities governed by Charters:

SENATE BILL introduced by Senator Tyrrell of San Francisco to nullify Civil Service provisions of Charters by making any test or qualification upon merit unlawful and by destroying the power or authority to enforce such provisions.

SENATE BILL No. 470 to establish police courts in certain cities having Charters and to fix their jurisdiction and provide officers thereof.

ASSEMBLY BILLS.

No. 8. To regulate the power of cities to incur indebtedness for improvements.

No. 15. To provide conditions and terms for the granting and sale of street railroad and other

No. 140. To establish police courts in certain Charter cities and fix their jurisdiction and provide officers thereof.

No. 425. To fix eight hours as the maximum daily service of all members of the police department.

No. 543. To fix twelve hours as the maximum daily service of all members of the fire departments.

ASSEMBLY CONSTITUTIONAL AMEND-MENT No. 17 to restore to the Legislature the power to control the police and fire departments, the health and election departments, the police courts, the licensing of business and other matters of local

RESOLUTION OF THE MERCHANTS' ASSOCIA-

The Secretary then read the following resolutions. proposed by the Board of Directors of the Association, protesting against Legislative bills that proposed to regulate municipal affairs in San Francisco:

WHEREAS, Article XI of the Constitution of California provides that municipalities shall enjoy the privilege of self-government in all their municipal affairs by the adoption of a Freeholders' Charter; and

WHEREAS, pursuant to the Constitution of California, a Freeholders' Charter has been prepared and ratified by the electors of San Francisco and duly approved by the Legislature of the State; and

WHEREAS, any necessary amendments to the Charter or any desirable supplementary legislation may be secured by vote of the citizens of San Francisco and approved by the Legislature, as provided in the Constitution of the State; therefore, be it

Resolved, that the Merchants' Association hereby protests against the passage of any of the various bills introduced in the present Legislature, the purpose of which is to regulate or control the municipal affairs of San Francisco.

Resolved, that a copy of these resolutions be forwarded to each member of the State Senate and Assembly.

After the addresses of Mr. Davis and Mr. Kelly, the foregoing resolutions were upon motion duly made and seconded unanimously adopted by the meeting. REMARKS OF HON. HORACE DAVIS:

President Dohrmann then introduced Hon. Horace. Davis, who spoke in part as follows:

Home rule is the basic principle of all large American cities. It is the basic principle of this Republic. The city regulates matters of municipal concern, the State matters belonging to the State and the central Government matters between the States. When we obtained the present Charter of San Francisco, after much work, we expected to enjoy the privilege of Home Rule. Securing this charter, we secured certain municipal rights and one of these rights is Home

Rule. But no sooner was the charter established than attacks upon it began from all sides. The chief object of these attacks was to break down the Civil

ATTACK ON CIVIL SERVICE.
You know that under the "boss" system our city offices have been stuffed with politicians. The question has not been as to efficiency, but as to whether the man would be of service to the ward politician. Much as has been said in favor of Civil Service Reform, I need only to point out to you the effects of it. In all countries where it has been adopted it has never been abandoned. One of the best regulated departments of the City is the Public Library. This department has been under Civil Service for several years. The Civil Service rules have worked for nothing but good.

BILLS AGAINST CIVIL SERVICE.

The Bill introduced by Senator Tyrrell strikes at the very root of Civil Service. I cannot believe that the State of California would take such a step as this, would go back from the Civil Service to a system abandoned by the Federal Government twenty-five years ago. But Civil Service Reform is not enough to give us good government. We must have good men back of it.

PRIMARY ELECTION LAW.

And for this we must have a sound Primary Law. Conventions of the different parties must be composed of good citizens, and you can only get these good citizens by means of the Primary. If the Primary is not sound, then conventions will be corrupt aud under the control of the bosses. We want a sound Primary Law that will give us good men to vote for. Men that we will be proud to vote for.

CIVIC PATRIOTISM.

But back of the Primary is a civic patriotism, and the Merchants' Association stands for this in another form. I say that there is no Association nor body of men in this city, which has existed for the last thirty years, that has done so much not simply to promote good government but to promote civic patriotism and

REMARKS OF DANIEL V. KELLY, ESQ.

President Dohrmann then introduced Mr. D. V. Kelly, who spoke in part as follows:

"Our delegatea from San Francisco to the Legislature do us more harm thau good. In the first place they neglect us, and in the accond they do not ask our opinions. We are careless. We do not send good men to Sacramento. The country delegates, as a general thing, are very much better than the city delegates, and have done more for us. The people of The people of the country have a way of punishing their delegates They are not re-clected. Here, if they do not suit. if a man does a little work he may be re-elected whether he has been satisfactory before or not. It is our husiness to protect ourselves

CIVIL SERVICE AND PUBLIC UTILITIES:

"It took us ten years to get Civil Service, and now that we have it efforts are being made to break it down by those who have failed to break into it. There is a sentiment in this city to own public utilities. We can never own a public utility unless we have Civil Service. Civil Service in this city has far exceeded everthing that even its friends have claimed for it. We have the testimony of several city officials of the good effects it has worked. These good effects go through the State, and the 'push' at Sacramento is alive to the interest of the Senator Tyrrell's Bill really provides that municipal government must be politics and nothing more.

OUR SAORAMENTO REPRESENTATIVES.

"If we would but send proper men to Sacramento we would not have to call upon the country members to save us from ourselves. The Charter has rights which the Legislature cannot deny us, and the principal right is to manage our affairs in our own way. All our troubles come from our own City delegation. We should vote for good men for Sacramento, irrespective of politics, and then we will not be always depending upon the country members.

THE ADORNMENT OF SAN FRANCISCO.

Address by WILLIAM MITCHELL BUNKER,

At the Quarterly fleeting of the Merchants' Association, February 20, 1901.

Mr. President and Gentlemen of the Merchants' As-

Permit me to thank you for the courtesy of your

Permit me to congratulate you on your record.

Permit me to hope and believe that what you have already done for the public, great as it is and is admitted to be, is merely a specimen of what you will do in future years.

And with your permission I will come to the

On a bold bluff, above the broad sweep of swirling waters marking the union of the Amur and Ussuri rivers at Khabarovsk, Eastern Siberia, 600 miles north of Vladvistock and 6,000 miles east of St. Petersburg, stands a bronze statue of the General Muravieff who opened the Amur River basin to Russian trade. The river bank is here two hundred and fifty feet high and picturesquely rough. Except for a strip of park along its top the bank is in the warm months, a gratefully green wildwood. The statue is on the end of a promontory that thrusts itself into the speeding stream. Even carefess and apathetic spectators are struck with the perfect prominence of the situation. The mighty Amur, 2700 miles long, mightier than ever with the amassed waters of the Ussuri, Sungari, Selenga, Shilka, Zeya, Onon and other affluents, boils and bubbles at the base of the point and then dashes off northeasterly to the sea. This south wall of the river dominates the low-lying country that stretches to the north until the horizon is cut by a mountain range. The vast view is instantly effective. Statue, site and view blend beautifully. And this mindless of motive. Recalling the motive, we must admire the genius that planned such a tribute to such a man. Idea and result are heroic. On the pinnacle of the promontory is a granite shaft forty feet high. On this is the statue. The figure is twenty feet tall and shows the general in his later prime. The pose is easy, graceful and strong. The face is handsome, intellectual and resolute. The arms are folded; the right hand holds a field glass, the left a scroll.

From the sword belt hangs a cross.

As Muravieff achieved peaceful mastery of the Amur, and wrought for peace and trade, rather than war, the statue is as it should be, essentially nonmilitary in design and suggestion. There stands the man, nobly proportioned, with one foot on a broken chain and head bared; not in the square or market place, the garden, park or museum of a city in European Russia, but on the scene of his great work, thousands of mifes from imperial St. Petersburg.

The artistic value of the statue, the scenic value of the surroundings and the vantage value of the elevation, great as each is and great as they are in union, are not comparable to the thought that

inspired the selection of the site.

Above all else is the eternal fitness of position.

At and for miles above and below Khabarovsk, a city of broad streets and rolling hills, the Amur is from half a mile to a mile wide. In winter it is gay with sleighs. In summer hundreds of steamers, rafts and canoes hover about the water-front, now gliding down the stream and again fighting a six-mile current. The speaking statue of Muravieff overlooks these activities. The calm and winning face is a benediction.

Where else could this statue mean so much? In

another and equally attractive environment it would have the appraised worth of a work of art and noth-

we travel far to find an equally purposeful combi-

On an island in New York harbor is the Bar-

tholdi tribute to the genius of liberty. The colossal female figure with torch in hand, showing liberty enlightening the world, the graceful gift of a French sculptor to our great republic, stirs the pride of patriotic Americans and startles the visitor from Because properly placed, it is potential. abroad. Because properly placed, it is potential. In Central, Bronx or any other park, the statue would miss its main significance. In its splendid isolation, the cynosure of all eyes, expressing a vital truth and compelling the attention of the millions who pass in or out or about New York Harbor, the statue of liberty is as eloquent as Edward Everett Hales story of the man without a country, or Webster's speech at Bunker Hill.
Following the fitness of things, we finally reach

San Francisco. No other city has as many and varied natural beauties, no other city has finer facilities for park and similar adornment, no other city can so easily—in a physical sense—and so cheaply acquire the highest state of metropolitan adornment; and, we are persuaded by the munificence of our citizens, no other city will eclipse us

in the skillful use of opportunities.

It is a far cry from a frontier town of Eastern Siberia to the city by the Golden Gate, and a far cry from New York Harbor to our own. Still the

cry from New York Harbor to our own. Still the cry may be heard by those willing to hear, and fike Mercutio's wound, will suffice. Intelligent purpose, like good-fellowship, knows no geographical limitations. The Muravieff and Bartholdi statues teach us a lesson. With these in mind we cannot use too much care and caution in selecting city sites for works of art. Fitness, eternal fitness, should be our guide. The query is, or should be, not "Is this the proper place for this work today?" not, "Will this statue be put out of place here a few years later?" but rather, "Are we handicapping posterity by using this site for a work that one hundred years hence will be paltry and even disfiguring."

The music stand in the park is an instance of the right thing in the right place. It is good for all time, as we measure time. Its equal does not exist. Artistic design, faultless execution, flawless material, indeed, fitness in the broadest sense of the term, mark this magnificent gift from a citizen to the city of his adoption. The value of the gift is enhanced, of his adoption. The value of the gift is ennanced, more really than apparently, by an artistic opulence that will be more thoroughly appreciated in years to come than it is to-day. When foreign connoisseurs, fresh from the art centers of the old world, and the great authorities on park ornamentation, shall have given the stand the seal of European approval, our people will learn the value of their peerless prize.

The present duty of the city is to safeguard scenic chances. This is the thought that seizes the San Franciscan abroad. He sees the trend of the times the world over, is in the direction of public adorn-

The motive may, and often does, rest on selfishness. The foreigner is not always seeking beauty for the sake of beauty. It were idle to make that claim. He is often as prudent, practical and thriity as the shrewdest tax shirker among us. He tavors handsome streets, boulevards, parks, squares and monuments because they pay. They attract to his city, town or resort, people on pleasure and instruction bent. He favors attractions, and would have them widely scattered. It is easy to make it too easy for the visitor to see the sights of a city. If the visitor can exhaust its scenic and other novelties in three days, he may not stay four. This is The motive may, and often does, rest on selfishthe decision of foreign countries after an experience antedating the discovery of our own.

The borders of American cities are neglected, deemed sufficient that the heart of the city is usemed sufficient that the heart of the city be clean and inviting, and the parks and squares fair to see. The suburbs must bide their time. Occupying a narrow peninsula, bounded by bay and sea, San Francisco cannot afford the peaker of the sealest of the se San Francisco cannot afford the neglect of suburban decoration permissible in other cities. And for obvious reasons, there is no need of this neglect. Na-

ture has been so prodigal with our region that with little effort we get grand effects.

By reason of our isolation, we fall into ruts. Because we have always moved in one direction, by one set of methods, we continue to go in the same direction by the same set of methods. We hesitate direction by the same set of methods. We hesitate to profit by the experience of older and at least, equally successful cities. Thanks to several contributing cau es we are le s se lop monited, i d therefore, more flexible that for ery. We see reached a stage of progress to the per to the

reached a stage of progress to the recept and weigh even the most cirtle at Kenerger and the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the statue of liberty in New York Har reached the first more than passing notice. The truly merits and the truly merits more than passing notice. The truly merits more than

Advantages of the Point have never been exp of tell Now that the city cemetery has been legally abolished, the Federal government has bought to ever the ren slope for fortification uses, and it is clear that tract must finally become a park, we are interested in the future of the Point and should plan its reclamation and improvement.

On the summit of Point Lobos should stand a splendid statue of a soldier in khaki, not any specual soldier, not as a political symbol, not as an indorement of any political policy, but as an illustration, a fitting and lasting illustration of the patriotism of San Francisco, the city that was first to meet the national appeal for troops to cross the sea. Varying views of expansion are as nothing. The fact remains and should be nailed and clioched in the national mind that San Francisco, in an hour of need, set a patriotic pace for the whole country and merusnational gratitude. We cheered the First Regument on its departure for an unknown country, we awaited with bated breath the news of its trials, we gloried in its success, and to those who returned we gave an enthusiastic and expensive welcome.

And then came a flash of silence.

To forget the soldiers were to cheapen patriousmand dim the lustre of patriotic endeavor. We owe the patriots a tribute more lasting than a meal, more

and dim the lustre of patriotic endeavor. We owe the patriots a tribute more lasting than a meal, more tangible than cheers and illumination, more sub-stantial than talk. Our enthusiastic Godspeed and our equally enthusiastic welcome were wholy hon-

est, or living lies.

Our khaki soldier statue should be heroically proportioned. Size and outline should murror its Our khaki soldier statue should be heroically proportioned. Size and outline should murror its meaning. Standing in strong relief against the sky and speaking for the highest patriotism, clothed in majesty of purpose that even a child could see and interpret, gilded with the first rays of the morning sun and taking on new glory with the last light of the fading day, the soldier in khaki would be as be should be at the post of honor.

should be at the post of honor.

Sentiment is not the sole dictator in this tru'y noble cause. Urging us is duty to posterity. We have no right to ignore opportunities for civic advancement that may be lost through neglect. It we speak not for ourselves, no one will speak for us. No week passes that we have not to defend the we speak not for ourselves, no one will speak for us. No week passes that we have not to defend the city against attacks from other cities that like ourselves, are struggling for commercial and political supremacy. The warfare is inseparable from the demand for Federal appropriations and the natural desire for political recognition. Our distance from the scene of strife is a heavy handicap on the men representing us at Washington.

At all times they need all the aid we can give them. Every few days we face this fact. It is our duty to acquire and keep in usable shape the argument that will weigh heaviest with the national authorities. When San Francisco is fighting on the floor of Congress for the share of a betterment fund to which she has a just claim, it should be possible for a San Franciscan to say:

"There stands on a peak in San Francisco a statue that pleads our cause. No living man could speak more pertinently, more eloquently, more effectively. That bronze soldier emphasizes our claim to national consideration. He gives twice that gives quickly. When the nation called it hep. San Francisco gave first."

We point with pride to a topograp ic I spremacy we did not create. We lorget deeds any other city

We point with pride to a topograp icel supremacy we did not create. We forget deeds any other city would be proud to own. We are not shy, but care-

Than Point Lobos there is no refiting ste for a statue commemorating San Francisco, yes, in a broad sense, California parm to Testidiers passed through the Golden Gete and cound Point Lobos, the conspicuous indimark if departure and return, and there, but it in part with the residue is the welcoming fund, and in part with fresh co-tri-butions, should sta d the statue of statues, t'e si-lent monitor of destiny the splendid prototype

our patriotic merit.

With Lobos properly adorned, we shot d strive to secure, for similar adornment, the ba', summits of other city hils. The sky-line of every city may be made or marred by the people. The hills of this

city furnish many sky lines. Some are graceful. Others the reverse. All share in our scenic effects. No other city in the world is equally fortunate in No other city in the world is equally fortunate in the number and variety of its sky lines, and compassing the near and distant marine and land views, no other city can boast a lovelier environment. Even famed Naples is no richer in natural beauty. Our advantage in this latter respect is less apparent than real because the villas and garden walls of Naples are in hright colors and impart a cheerful tone to the landscape. The villas are built of white stone or stone in various shades of pink, and the same colors are seen in walls. The same colors would give the same effects here. Even in the driest give the same effects here. Even in the driest weeks of summer, our landscape views would be far less sombre if our buildings were of lighter colors and our bare streets and yards relieved with trees. Endless rows of brown houses beget brown thoughts. The increased use of stone in local buildthoughts. The increased use of stone in local building enterprises is improving the appearance of the city and brightening many neighborhoods. It is obviously impossible for the city to buy the sky line property. More's the pity. But there are at least twelve lofty hills whose summits should be in city control—not for immediate use, simply to prevent disgraceful disfigurement. The day will come when some of these hill-tops will be wanted for statue sites, memorial towers, trees or similar uses, and then, too late for action, the city will find it has been sleeping on rare chances for paying investments.

Among the chief charms of the Rhine sail are the castles breaking the sky line of the river walls. They are lawful features of the landscape. They have an historical right to existence. Their picturesquencss is an added stroke of good fortune, not forgetting, of course, that the thriity owners or lessees, with an eye to profit, have used restoration as a cloak for exaggerated architectural lines that may or may not, have existed in the originals. Usally the architectural integrity of the castle is beyond question. And it is the integrity of form and position that fascinates the beholder and interests him in the folklore of the country. These relies of feudal or monarchical eras, give us a hint. They emphasize the value of design in creating and maintaining scenic adornment. Our sky lines should not be neglected until disgraced—even if they have to Among the chief charms of the Rhine sail are the taining scenic adornment. Our sky lines should not be neglected until disgraced—even if they have to be bought by popular subscription. The lost dignity of the City Hall by the sale of facing lots is enough humiliation for a cycle. In protecting the sky lines we may guard against greater shame in years to come. A little later we may stand at the foot of Market street and look past fine fronts, past the Donahue fountain, past the Phelan fountain, past the proposed City Hall Park, through a wealth of effects in shrubbery, stone and bronze to read on of effects in shrubbery, stone and bronze to read on the top of Twin Peaks,

Insurance of our scenic future is a duty we cannot dodge. Each year will increase its difficulties. What may be done for thousands to-day will be beyond our municipal pocket a few years hence. If history be any guide, we may hope to secure some sky lines through the liberality of the individual citizen, fickle as public gratitude is. It is human nature to let public spirit speak for itself. How many people recall that Captain James M. McDonald gave the city the summit of Telegraph Hill? And yet the deed is less than ten years old. The versatility of popular favor is beyond understanding. The man who works for the public weal must value his approving conscience and think himself richly rewarded.

standing. The man who works for the public weal must value his approving conscience and think himself richly rewarded.

Many cities, towns and villages of Europe enjoy continuous prosperity through attractions representing years of labor and enormous expense. With less than half the labor and expense, we may surpass in scenic attractiveness any city in the world. For this admirable condition we are more indebted to nature than to man. We have improved and are improving the city, thanks to the civic pride, liberality and intelligence of a few rich men; and those who have shared in this good work are reaping the reward of an approving conscience. Generations yet unborn will pay these men proper praise.

Every San Franciscan should strive for city adornment. If he care not for beauty for the sake of beauty, he can at least appreciate the pecuniary reward that beauty brings. The more attractive the city, the greater the number of desirable visitors. The more numerous the attractions, the longer the visitors' stay. Such is the dollars and cents side of an argument that may not be gainsaid.

A notable adjunct of Golden Gate Park is the Great Highway. It is an exposed drive along the ocean shore. From 200 to 400 feet wide and extending Irom the Cliff House across the Park face and southerly for about three miles, it is a fairly popular resort. No similar drive in any country has

and southerly for about three miles, it is a fairly popular resort. No similar drive in any country has a wider marine view. The setting sun drops below an ocean horizon. That the drive is a partial disappointment is due to climatic conditions that

should be modified. To-day this road gets the full force of the ocean breeze for almost its entire length. In mid-summer the wind sweeps sand across it and in other respects is offensively boisterous. The drive has never satisfied drivers, bicyclers and pedestrians, and unless shaped to the requirement of pedestrians, and unless shaped to the requirement of existing conditions, will prove a continuous disappointment. With such a bonanza of marine view we can afford to sacrifice some to comfort. World-famed ocean and bay drives in other lands are not equal in natural beauty to our ocean front drive. The difference in their favor is opulence of adornment and freedom from searching winds. With respect to temperature the advantage is with us. If our drive were in the old world, or on an Eastern city front, it would be popularized, protected and adorned with a vine-clad wall extending its entire length. At intervals, the line of wall would swell out toward the water and furnish places where drivers could, without leaving their teams, look through out toward the water and infinish places where difference could, without leaving their teams, look through broad windows onto the foaming ocean. And above all, the wall would be freely towered and windowed. Through properly protected openings the promenader would descend by winding steps to the beach level. Except for artificial improvement the Boulevard des Anglais at Nice is not the equal of our own ocean drive. The one borders an ocean; the other a sea. Compared with the ocean scenery that of the sea is tame. The Nice boulevard is on a bank fifteen or twenty feet above the water and bulkheaded with heavy, dressed stone. The roadway is dazzling white and the broad sidewalk is paved with stone. The boulevard has a crescentic curve and is partially shaded by trees. If our ocean front road were protected from sand and wind by a wall or some equally befitting barrier, and the inner line of the road were decorated with trees, we would have a beach rendezvous for drivers, riders and pedestrians second to none in the world. And more, we would have finally started in the right ers could, without leaving their teams, look through And more, we would have finally started in the world, way to reclaim the sand dunes. The ocean drive protected, the owners of land on the east would be justified in reclaiming their lots. The work of reclamation would grow apace. The example of publishing the same of the companion of the companion would grow apace. lic enterprise would commend itself to private citizens. In comparatively short time the arid waste south of the park would lose its desolate look and south of the park would lose its desolate look and no longer serve as a contrast to park verdure. The melancholy pleasure of pointing out the vast stretch of sand as a sample of what the park once was, will be denied us, and the Eastern visitor will have to take our word for the fact, but we may rejoice in a new era of systematic reclamation and a better, because brighter, city. The point of this reclamation statement will be best appreciated by those familiar with the present condition of Twenty between Point Lobos avenue and Fourth avenue, between Point Lobos avenue and the Park. The avenue has been graded and macadamized three times and three times buried under drifting sand. The present mound is from 15 to 20 feet high and nearly a block long. This is one of many abortive attempts to maintain open thorough-

fares in the drifting sand.

Plans for the systematic reclamation of the outside waste lands have been time and again proposed, discussed and abandoned, general co-operation, on account of divided ownership, proving absolutely impossible. The only feasible reclamation scheme is one that has for its genesis, the western boundary

is one that has for its genesis, the western boundary of the Great Highway.

We must remember the city extends to the ocean shore and the critical visitor does not limit his scrutiny to our show streets and showy park. We must also remember that an exchange of views is always in order and in this era of swift changes, what may not be feasible to-day may be feasible to-more than the city after an absence. what may not be feasible to-day may be feasible to-mornow. Returning to the city after an absence of nearly two years, one sees signs of decorative progress the average citizen often misses. In two years the city has gained in many directions. The streets are cleaner and in better repair, the squaree have been improved and Golden Gate Park has moved forward on all lines. The Museum is acquir-ing national fame. These cheering signs and evi-dences of public appreciation justify comments and comparisons. The spirit of the times justifies sug-gestions.

Individuals are doing their share in the new cam-nigh for city adornment. The newer and more Individuals are doing their share in the new campaign for city adornment. The newer and more ambitious buildings, those that have risen and those rising, are creditable alike to owner and architect. The tower building on the corner of Third and Market, is in its exterior lines and artistic sculpture the finest structure of its class in any country. And about the city, in the residence and business sections, are architectural gems meriting more than passing mention and which visitors should always be shown.

be shown.

With a pride of city second to that of no man, a pride that has been stirred and strengthened by special study of our own and other countries, I may be pardoned for exulting over prospects and fret-ting at delays. Any delay is dangerous. Useless delay is sin. What right have we to this matchless bay, this ocean front and this broadening commerce if we neglect their essential use? Chance has placed us in the public eye. San Francisco is ac-cepted as the coming commercial focus. Measuring our energy by our fortune we are expected by other cities to push on. Theirs the wonder, ours the loss, if we fail to do what they think we will do and what they know they would do under such a lucky

star.

Special citizens and special concerns encourage industry, amaze the world with battleships and cruisers, donate monuments and similar art works, and, as with the Hayward building, start the march of improvement in long neglected neighborhoods. So far, so good. Even as one swallow does not make a summer, so sporadic cases of enterprise do not prove the popular temper. Without harmony we shall fail to go ahead at more than snail's pace. Look at the Merchants' Exchange! Is it up to our new mark? Is it worthy of the city? Does it tone into our flourishing present and flattering future? The building was erected in 1864. Thirty-six years ago it was modern. Twenty-six years ago it was modern. Twenty-six years ago it was acceptable. Now it is a misfit.

The tonnage of the port in 1868 was 1,106,825. The tonnage in 1900 was 2,677,525. The tonnage in 1900 was 3,025,099.

City, commerce and tonnage have outgrown the Exchange. In the lapse of time the large and many lesser cities, have erected properly ambitious Exchange allied their meanths.

lesser cities, have erected properly ambitious Ex-changes, allied their mercantile interests and thrived on the fruits of federation. A house divided against itself cannot stand. No more can the mercantile element of a city. To name the American cities that element of a city. To name the American cities that have erected suitable exchanges in the past twenty years is to specify the cities in the first and second classes. As long ago as 1875, St. Louis finished an \$1,800,000 Exchange.

We need, nay we must have, a Merchants' Exchange equal to our mercantile pretentions, where merchants and those engaged in kindred callings, merchants and those engaged in kindred callings, the banks, insurance companies, real estate agencies and financial institutions, may muster for their separate and collective benefit; where uniformity, justice and equity in trade affairs may be promoted, business disputes adjusted, commercial information disseminated, and, most important of all, where business men may be brought to a working sense of their interdependence and the need of co-operation. A Merchants' Exchange with 800 members could A Merchants' Exchange with 800 members could help the community in many directions and affect local and national legislation. As the commercial interests of the city and State are largely indentical, the Merchants' Exchange on indicated lines cal, the Merchants' Exchange on indicated lines should number among its members leading merchants of the interior. Fortunately for our hopes and aspirations, an Exchange has been planned, and men identified with industries, shipping and financial interests are subscribing. The subscribers deem it an honor and a privilege to forward the Exchange project and beautify the city. We owe our business boom a debt that must be paid. We owe the visiting business man a courtesy that in existing conditions we cannot extend. As we hope for expanding trade in the orient, as we hope for further patronage from the Federal government, we must create adequate commercial facilities, not forgetting in the words of Cicero, that what is most useful is most becoming. most becoming.

City adornment is a wide term. Within its limits are many meanings. Any change that makes the city more beautiful and therefore more attractive may be classed as an added adornment. We may even say that a change increasing the attractiveness of the city without necessarily increasing its beauty is an adornment. Attractiveness is indispensable to sym-metrical success. The city may be made more at-tractive in many ways distinct from scenic beauty. For a young city it has a fascinating history, a his-tory rich in romance, a history strangers greatly tractive in many ways distinct from scenic beauty. For a young city it has a fascinating history, a history rich in romance, a history strangers greatly fancy. With systematic and continuous effort we may easily make this history our pride and profit. Let the historic spots, the site of the famous '49 postoflice, the shore line of the hay in the golden era, the scenes of tragic deeds in the vigilante days, and similar localities be officially or semi-officially marked with tablets that the visitors may see, read and discuss. Let us stimulate the interest of the stranger within our gates and make him feel it is good to be here. In the new San Francisco rising on old San Francisco, we can afford to and should, forget past fueds and take our places in the procession of progress. Whatever may have happened to arrest our development in past years the deterring influence is no longer apparent. Our destiny is in our own control. If a huge pit could be dug in the outer peninsula and the people induced to throw therein, for cremation and burial, their hatchets, hammers and glittering knives, public prejudice would disappear in a day. If the ceremony may not be publicly and collectively performed, as a rite of tremendous significance, there is no reason why the individual San Franciscan, believing in his city and eager for its advancement, cannot act for himself and try to persuade others. We have started with a rush. Let us make the most of the momentum.

BUSINESS SIGNS AND TRANSPARENCIES.

ORDINANCE FOR THEIR REGULATION.

[NOTE.—A resolution was introduced in the Board of Supervisore last November to rescind all permits heretofore granted for the erection of signs and transparencies and to prohibit the granting in future of any such privileges. This resolution was referred to the Street Committee of the Board of Supervisors. The Merchants' Association has been requested by the Street Committee to give this resolution careful consideration and report whether it is desirable that all signs shall be removed, or if not, to recommend a feasible plan for the solution of this intricate problem which will afford equal privileges to all citizens. Believing that it would be advisable to have a city ordinance upon this subject that would operate fairly to the city without hardship to the individual, our Board of Directors undertook the task, and presents for the consideration of our members and the public the following report and proposed ordinance upon this subject.

EDITOR.]

REPORT ON STREET SIGNS.

To the Board of Directors of the Merchants' Association.

GENTLEMEN:—Referring to the request of the Board of Supervisors that the Merchants' Association would consider the question of street signs and transparencies and advise the Board of Supervisors whether such signs should be entirely prohibited or, if permitted, what regulations would be feasible and equitable, I have, pursuant to your request, taken up this matter and beg to report thereon as follows:

PRESENT ORDINANCE:

The present ordinance governing street signs is as

reliows:

"Section 9. No person owning or occupying any building or premises fronting upon a public street shall:

Place or cause to be placed, or maintain or suffer, upon the street or sidewaik in front of such building or premises, any sign or advertisement, except such as occupy no space;

Place, or cause to be placed, maintain or suffer, upon the front of any building or premises, any sign or advertisement which shall project over or upon the sidewalk, and all signs shall be securely fastened to the wall of such building for their whole length in such a manner as shall be satisfactory to the Superintendent of Public Streets;

It will be seen that the above ordinance absolutely prohibits any signs from being erected upon any sidewalk or from being attached to any building, so as to extend over any sidewalk any distance whatever. This, if enforced, practically prohibits any signs being attached to the front of any building.

OBJECTIONS TO THE PRESENT SITUATION:

Although the present ordinance prohibits any signs on or over sidewalks, the Board of Supervisors, previous to the adoption of the Charter, could and did grant special permits to some parties to maintain such signs. The Charter forbids the granting of any special privileges with the result that those who received permits and erected signs previous to January 2000, have the privilege of mainvious to January, 1900, have the privilege of maintaining such signs while other parties cannot now secure such privileges. It is therefore desired that some uniform system be adopted which will be just to all parties.

This matter has been thoroughly considered, not only during the past eight weeks, but also at intervals during the last three or four years, when the question of street signs came up from time to time. To entirely prohibit all signs over or upon sidewalks seems to be an unnecessary hardship for many of such signs are not obstructions in any way and some are very ornamental. The scarcity of really ornamental signs in this city is to be deplored and this would be an inviting field for some enterprising and articitie sign painters to show how enterprising and would be an inviting field for some enterprising and artistic sign painters to show how ornamental a street sign can be made. Since it is not desired to do away with street signs altogether, the problem is to regulate their use. To do this in such a manner as will enable business houses to indicate their respective locations with a reasonable degree of prominence and yet not obstruct or disfigure our streets, presents many difficulties and it is the purpose of this report to present to your Board these difficulties and indicate a basis upon which some plan can be evolved which will be generally satisfactory.

SIGNS NOW MAINTAINED UPON OR OVER SIDEWALKS:

The signs now maintained can be divided into five

1-Signs attached to buildings.

2—Signs attached to ascents to buildings.
3—Signs attached to descents to basements.
4—Signs attached to awnings.

4—Signs attached to awnings.
5—Signs erected upon the outer edge of sidewalks.
Since it is desirable that business houses should have proper facilities for indicating their location and business as conspicuously as can be done without obstructing or disfiguring the streets to too great an extent, and as it is also desirable not to cause any greater hardship upon those who already have signs erected than the public good requires, the next question to be considered is, to what extent and under what regulations can signs on buildings and over sidewalks be permitted. Taking up the different classes in order we have first:

SIONS ATTACHED TO BUILDINGS:

SIGNS ATTACHED TO BUILDINGS:

The usual custom in other cities is to prescribe a specified distance signs are permitted to project from buildings. This varies in different cities from three inches to three feet. The signs which are

usually fastened to buildings in this city are: (1) "Shingle" signs, (2) Flat signs, (3) Tranparencies, (4) Electris light signs, (5) Drum signs fastened around pillars at entrances, (6) "V" signs, (7) Barber poles, (8) Incandescent electric light signs extending across sidewalks in front of theatres, (9) signs of sundry shapes projecting more or less from the building. The so called "shingle signs, which are flat board or metal signs fastened at one end to the building and projecting out over the sidewalk at right angles to the building, distigure a street more than any other and should not be permitted as they are unnecessary. The fact that figure a street more than any other and should not be permitted as they are unnecessary. The fact that the authorities have compelled nearly all such signs to be removed, while permitting others, is the best evidence of the objectionable character of these signs. Flat signs, transparencies, electric light signs and drum signs, comprise the principal signs in use at present and are the most desirable kinds. Owing to their thickness, they extend beyond the face of the building from two to twelve inches. They are, as a rule, not obstructions, yet, strictly speaking, are a violation of the present ordinance which forbids any projection whatever. The use of these signs, particularly the flat incandescent light signs, should be encouraged.

Incandescent electric light signs, extended across

should be encouraged.

Incandescent electric light signs, extended across the sidewalk, in front of theatres, offer peculiar difficulties. At night, when illuminated, they are ornamental and attractive. In the day time, owing to the iron frame work upon which they are mounted, and the amount of space they occupy, they are an obstruction and a disfigurement. If the use of these signs could be limited to the theatres the number would not be sufficient to be objectionable, but if the theatres are permitted to use them, then every

would not be sufficient to be objectionable, but if
the theatres are permitted to use them, then every
one else must have the same privilege.

I think, however, a solution can be found to this
question by requiring all of these signs to be hinged
to the building in such a manner that they can be
swung back flat against the building during the day
and be extended across the sidewalk only at night.
The company which makes and maintain these
signs, has been consulted on this matter, and assures
me that this plan is entirely practicable mechanically
and that several of the theatre signs are already
mounted in this manner, and that the remainder can
be so changed at a comparatively small expense.
It is therefore recommended that no signs attached
to buildings be permitted to project over the sidewalk any distance whatever except signs embraced
in the following eight classes: in the following eight classes:

walk any distance whatever except signs embraced in the following eight classes:

1st—Flat or curved signs, transparencies and incandes, ent light signs fastened parallel to the face of the building and not projecting more than six inches therefrom, when less than eight feet above the sidewalk, nor more than twelve inches when eight feet or more above the sidewalk. 2nd—Drum signs attached to the pilars or cutrances to buildings and not projecting more than six inches therefrom, when less than eight feet above the sidewalk under the pilars and not projecting more than six inches therefrom, when less than eight feet above the sidewalk or around pillars and not projecting more than six inches therefrom when less than eight feet above the sidewalk nor more than twelve inches when eight feet or more above the sidewalk.

3rd—"V" signs attached at the base to the building or around pillars and not projecting more than six inches therefrom when less than eight feet above the sidewalk nor more than twelve inches when eight feet or more above the sidewalk.

4th—Pole signs, such as barber poles, providing they have no separate signs attached to same, fastened to the building and not projecting more than twelve in hes therefrom Sth—Incandescent electric lights, gas, fastened to a metal frame and hinged to the building in such a manner as will permit them to be extended across the sidewalk provided said signs are extended across the sidewalk only between the hours of 5 P. M. and 8 A. M.

6th—Ornamental transparencies attached to buildings by hinges and projecting over basement entrances, providing said transparencies do not extend beyond the width of the hasement entrance, and shall not be extended scross said entrance except between the hours of 5 P. M. and 8 A. M.

7th—Vertical incandescent electric signs, consist

After a thorough study of the signs now existing, I believe that the signs that will come under the above eight classes will be sufficient to properly advertise the location of any business house or office and will embrace nearly all the signs which are now allowed to remain on buildings and project over the

SIGNS UPON ASCENTS AND DESCENTS TO BUILDINGS:

As a general rule it cems do ral e that a few signs as possible be used around a contract of contract to buildings. Still, particularly is become torces and of ces, it is only by using the eplaces to some extent that the location and charact rof united in the contract of united states to make such sign a neat and article as possible.

ASCENTS:

It is there'ore recommended that sign of a set is be limited to the following three classes:

1-Flat signs paced against the risers of the steps.

2-Flat signs paced against the risers of the steps.

2-Flat signs paced against the risers of the steps.

2-Flat signs paced against the steps of ascents and conforming in share

thereto.

3-Flat signs, not exceeding two onches in the kness, and attached to the upper surface of balusters or radings inclosing ascents, and not projecting more than twolve inches

DESCENTS:

It is recommended that signs on or around descents to basements and above the surface of the sidewalk be limited to the following two classes:

1-Flat sign, not exceeding two inches no thekn as placed flat against the railing surrounding said descent and conforming in shape and elze thereto.

2-Electric light signs and ornamental transparencies, of a design approved by the Board of Pub c Works, attached to the railing running parallel to the face of the building, and not exceeding twelve inches in depth or thickness.

SIGNS OR AWNINGS:

SIGNS OR AWNINGS:

These signs, being used principally in the residence and outside districts are not so objectionabe if of a reasonable size and securely fastened. In many parts of the city, the roofs of the awnings are more unsightly than a neat sign, which, if properly placed, would conceal the roof.

placed, would conceal the roof.

It is recommended, however, that, in future, these signs should be limited to two classes.

1-Flat signs, placed on top of the awning, just in, le and abutting on its edge and not projecting above as d awoling more than two feet.

2-Signs painted on canvas awnings and drop curtains which can be raised and lowered.

There are many signs on top of awnings at the present time, which exceed two feet in height. Placed as they are, they do not seem to be of enough importance to warrant the hardship which would be imposed upon so many people in requiring the to reduce the height of those now up as this will require practically entire re-construction.

quire practically entire re-construction.

It is therefore suggested that the rate regarding limiting height of these signs to two feet shall apply to all signs of this nature hereafter erected.

SIGNS ERECTED UPON SIDEWALKS:

The signs now erected upon the outer edge of sidewalks consist of bulletin hoards in front of newssidewalks consist of bulletin hoards in front of news-paper offices, news, stands and theatres, clocks, transparencies and barber poles. If there were no such signs now erected, the public sectument would undoubtedly be in favor of having no such signs whatever on the outer edge of sidewalks, for all such signs are obstructions. There are, however, a num-ber of transparencies throughout the city which are ber of transparencies throughout the city which are very ornamental and cost the owners large sums to construct. If the number of these transparencies could be limited and some authority could have the power to decide just what kind of signs should be erected and how many should be maintained upon any street, and use this power honestly and for the public good, this would be the best solution of the problem. This, however, is impracticable under the present law for it would necessarily result in discrimination and it is now forbidden to grant a privilege to one person which all other persons may not enjoy.

It is necessary, therefore, either to prohibit all signs on sidewalks or give everyone this privilege, restricting only the kinds of signs which may be used and under what conditions they are to be

maintained.

It has been suggested that all persons maintain is such signs should pay an annual license for the same. This is not desirable, for, unless the license were placed at a very high figure, the signs would multiply and become a nu sarce. This would also be farming out the public thoroughfures for private use and it has always been feld that such a proceeding is objectionable for many reasons.

If, therefore, signs on sidew iks are to be permitted at all, the question is what kelds shall be permitted as being the cest object hab e and which are of service to the public.

Taking up first the question of bulletin boards in front of newspaper offices and treatres. These signs are decidedly objectionable of the specific permitted. They occupy a wide space on the story with the additional coupling a wide space on the story with the additional coupling as the coupling that they should not be permitted. They occupy a wide space on the story with the control of the coupling that they should not be permitted. They occupy a wide space on the story with the control of the coupling that they should not be permitted.

ceded that they should not be perinted. They oc-cupy a wide space on the street with a deed ed disfigurement. The three is dig morning papers have voluntarily refraited from pacing them in front of their ruling fees and have paced free bulletin boards flat against the first of the building. bulletin boar Is flat agriest the first of the build na. This shows that they are not a necessity and branch offices should adopt the same plan. Bulletin boardin front of theatres offer the same objectio. If it is necessary to have such signs in front of theatres they can usually be pliced flat against the builing or in the entrance. The Columbia Theatre effer a good example of how this can be done. As the theatres advertise largely on bill boards in all parts of the city, it would seem that such signs might be omitted from the edge of the sidewalks. If it were a question only of theatre bulletin boards, or those

in front of the main offices of each newspaper, it would not be of so much consequence because the number would be limited, but if these are permitted by ordinance then anyone else must be permitted to crect bulletin boards for no special privilege can anylonger be granted. It therefore seems best that no bulletin boards be permitted on the outer edge of the adductable.

BARBER POLES:

BARBER POLES:

These should not be permitted on the outer edge of the sidewalk as they can be placed against buildings and project for a distance of twelve inches thus giving all the prominence necessary.

SIGNS AND TRANSPARENCIES ON POLES:

The most difficult matter concerns signs and transparencies. The problem is to permit such as are ortamental in design and not too much of an obstruction, on condition that they are constructed in struction, on condition that they are constructed in such a manner as to be of some henefit to the public, and not permit the number of such signs to be increased to such an extent as to encumber and disfigure the streets.

There appear to be only three ways of acting in regard to this class of signs.

1st—To prohibit all such signs entirely.
2d—To require that all signs and transparencies should have no letters, words or inscriptions of any kind. This would undoubtedly limit the number of such signs and cause the reproval of the greater. such signs and cause the removal of the greater number of those now in existence.

number of those now in existence.

3d—Requiring all signs or transparencies to be of a design approved by the Board of Public Works and to have on them either large clocks or a fixed number of lights, which would thus benefit the public in exchange for occupying a portion of the public thoroughfare. The last would probably be the most generally approved plan. It is therefore recommended that no sign or transparency other than clocks, shall be placed, maintained or permitted upon the sidewalk in front of any building or premises unless said sign or transparency shall be mountained. upon the sidewalk in front of any building or premises unless said sign or transparency shall be mounted upon a pole not less than eight feet in height above the sidewalk and for the benefit of the public, shall be provided with not less than one electric arc light, or six Welsbach gas lights, or six 32 c. p. or twelve 16 c. p. incandescent electric lights, said lights to be exposed and attached to, upon or above said sign or pole in such a manner as will illuminate the adjacent street and sidewalk, and said lights to be maintained in good order and constantly burning each and every night from sunset until midsight be maintained in good order and constantly burning each and every night from sunset until midnight at the expense of the person erecting or maintaining the same; and further provided that said sign or transparency shall be of an ornamental character and of a design and size approved by the Board of Public Works and shall not be erected until a design of the sign of transparency which it is proposed is erected, shall have been submitted to, and approved by, the Board of Public Works and a written permit received from the Board of Public Works for the erection of said sign or transparency, which shall be erected under the supervision and to the satisfaction of the Board of Public Works.

CLOCKS: CLOCKS:

It is recommended that clocks may be erected upon the outer edge of sidewalks when the size does not exceed three feet in diameter and the height is not less than ten feet as such clocks are a benefit to the public. No sign other than the name and business of the owner should be permitted on said clocks and they should be required to keep correct time. All signs and transparencies, now maintained under special permits herectofore granted, and which onto conform to the above requirements should

time. All signs and transparencies, now maintained under special permits heretofore granted, and which do not conform to the above requirements, should be immediately changed so as to comply with the terms of this order, or, failing to be so changed to conform, should be removed.

All signs and transparencies now erected or hereafter erected upon sidewalks should be considered as temporary and removable at the pleasure of the Board of Supervisors.

If an ordinance can be framed so as to permit the above classes of signs to be used, and to limit the use of signs to those classes, I think it will meet with the approval of a majority of the citizens. It permits a reasonable amount of advertising and does not permit any unjust discrimination to be used because anyone is privileged to erect and maintain as many signs as they choose, providing they are constructed according to the conditions prescribed in the ordinance which confers the privilege, and no one person can maintain a sign which all other persons are not at liberty to maintain if they desire to do so. No one has any vested right to use any of the space upon or over a sidewalk and if this privilege is granted under certain conditions, no one should object to complying with those conditions, providing they are made uniform and do not confer special privileges upon some persons as against others. pecial privileges upon some persons as against others.

others.

If an ordinance, drawn on the lines herein suggested, is adopted, all cause for discrimination and petitions for special privileges which cannot be granted will cease. All sign painters will know just what signs they will be permitted to creet and the law can be strictly enforced without entailing upon anyone an unnecessary hardship.

Respectfully submitted.

L. M. KING,

Superintendent Merchants' Association.

PROPOSED ORDINANCE.

(Substitute for Section 9, Order No. 1588 of the Board of

REGULATING THE USE OF SIGNS AND TRANS-PARENCIES UPON OR PROJECTING OVER STREETS AND SIDEWALKS.

(Substitute for Section 9, Order No. 1588 of the Board of Supervisors.)

REGULATING THE USE OF SIGNS AND TRANS-PARENCIES UPON OR PROJECTING OVER STREETS AND SIDEWALKS.

Section ... No person owning upon a public street shall place, maintain or permit, any sign or advertisement upon or over the street or sidewalk in front of any building or premises, except in accordance with the following provisions:

SIGNS PROJECTING FROM BUILDINGS.

No person shall place, maintain or permit upon the front of any building or premises, any sign or advertisement which shall project over or upon the sidewalk, except such as are embraced within the following eight classes:

1st-Fist or curved sign unandescent electric light signs state of the first or the sidewalk, or more than sidewalk, or more than sidewalk more than sidewalk, nor more than twelve (12) inches when placed less than eight feet above the sidewalk, nor more above the sidewalk more than six (6) inches when placed less than eight feet of the place of the sidewalk.

Sidewalk when placed eight feet or more above the sidewalk, nor more than twelve (12) inches when placed eight feet of more above the sidewalk.

Sidewalk (5) inches when placed less than eight feet above the sidewalk, nor more than twelve (12) inches when placed eight feet or more above the sidewalk.

Sidewalk, cor more than twelve (12) inches when placed eight feet or more above the sidewalk.

Sidewalk, cor more than twelve (12) inches when placed eight feet or more above the sidewalk, nor project hope of the sidewalk, and turther provided that said sign and metal frame, said attached thereto, and not projecting over the sidewalk provided said sign shall not be less than ten feet above the sidewalk, nor project hope of the sidewalk and further provided that said sign and metal frame, said extending over the sidewalk provided said sign shall not be sexteaded over or across the sidewalk, nor project more than the sidewalk and tende

OF PARADE.

Except that temporary signs, advertisements or flags may be suspended over the sidewalk in Iront of the building or premises upon holidays, election days and days of public parade or display, when the same shall be placed and secured in a manner satisfactory to the Board of Public Works, and shall be removed immediately thereafter.

SIGNS, TRANSPARENCES

removed immediately thereafter.

SIGNS, TRANSPARENCIES AND CLOCKS ERECTED UPON THE OUTER EDGE OF SIDEWALKS.

No person shall place, maintain or permit upon the sidewalk in front of such building or premises, any sign or transparency, other than clocks as hereinafter provided, unless said sign or transparency shall be mounted upon a single pole and be not less than eight (8) leet above the sidewalk, and, for the benefit of the public, shall be provided with not less than one electric are light, or six Welsbach gas lights, or six 32 c. p. incandescent electric lights, or twelve 16 c. p. incandescent electric lights, said lights to be in addition to any lights enclosed within transparencies, and to be exposed and attached to said sign, transparency or pole in such a manner as will illuminate the adjacent street and sidewalk. Said lights shall be maintained in good order and shall be kept lighted each and every night from sunset until midnight at the expense of the person or persons erecting or maintaining the same.

No advertisement, inscription or lettering shall be painted, placed or lastened upon said sign or transparency, other than the name of the person or firm erecting or maintaining the saine. The pole upon which said sign or transparency is mounted shall be neatly painted and maintained in good order and shall be free from any name or sign whatever for a distance not less than eight (8) feet above the sidewalk.

Provided further that said sign or transparency shall be of an ornamental character and of a design and size approved by the Board of Public Works, and shall not be erected until a scale drawing of the sign or transparency it is proposed to rect has been submitted to and approved by the Board of Public Works and a written permit received from said Board for its erection.

Works and a written permit received from said Board for its erection.

All clocks erected on the sidewalk shall be ornamental in character and construction and shall be erected just inside and abutting on the curb line. All clocks so erected shall be of a height not less than ten (10) feet and the faces of said clocks shall be not less than two (2) feet nor more than three (3) feet in diameter. No advertisement, notice or sign shall be painted, placed or fastened on the same other than the name of the owner of the clock, which may be placed on the dial of the same and on no other place. All clocks erected or maintained hereunder shall be kept in good order and condition and correctly indicate the time. No clock shall be erected on any sidewalk without the design of said clock has been approved by the Board of Public Works and a written permit received from said Board for its erection.

All clocks, signs or transparencies now erected or hereafter erected upon sidewalks shall be considered as temporary encroachments only and removable at the pleasure of the Board of Supervisors whenever said Board deems that the public good so requires; and all permits issued for the erection of such clocks, signs or transparencies shall contain this proviso.

ASCENTS TO BUILDINGS.

No person shall place, maintain or permit, upon the ascent to any building, any sign or advertisement, except such as are embraced within the following three classes:

1—Flat signs not exceeding one (1) lacb in thickness, featened flat argulat the rivers of the atens.

the ascent to any building, any sign or advertisement, except such as are embraced within the following three classes:

1—Flat signs not exceeding one (1) lach in thickness, fastened flat against the risers of the steps.

2—Flat algus not exceeding two (2) inches in thickness, placed flat against the sides of said ascent, and conforming to the shape thereof, and not projecting shove or beyond said ascent or the halusters enclosing the same.

3—Flat signs, not exceeding two (2) inches in thickness, attached to and shove and parallel to the baluster or rating of said ascent, and not projecting more than twelve (12) inches shove therefrom.

DESCENTS TO BUILDINGS.

No person shall place, maintain or permit, any sign or advertisement around the entrance to any basement, and projecting above the surface of the sidewalk, except such as are embraced within the following two classes:

1—Flat signs, not exceeding two (2) inches in thickness, placed flat against the railing surrounding said entrance, and not projecting above said railing.

2—Electric light signs and ornsmental transparencies attached to and above railings along the outer edge of hasement entrances and parallel to the face of the huilding, provided said signs or transparencies eshall not exceed twelve (12) inches in thickness, said ser kept illuminated every night from sunset until midalight, and the deeign and size of said signs or transparencies he approved by, and a written permit received from the Board of Public Works for their erection.

AWNINGS, SHADES AND BALCONIES. AWNINGS, SHADES AND BALCONIES.

AWNINGS, SHADES AND BALCONIES.

No person shall, from and after the date of the passage of this ordinance, place upon or attach, or cause to be placed upon or attached, to any awning, shade or balcony projecting over the street or sidewalk: 1—Any sign or advertisement upon say post erected upon the outer edge of the sidewalk and supporting said awning; 2—Any sign or advertisement which projects beyond the outer edge of said awning over the street or sidewalk; 3—Any sign or advertisement which prejects shove said awning more than two (2) feet and said sign shall only be erected just inside and shutting on the edge of the awning and securely fastened thereto;

4—Any sign or advertisement suspended from said swning, except signs painted upon canvas awnings and shades which can be raised and lowered at will.

GENERAL REGULATIONS.

GENERAL REGULATIONS.

All signs and transparencies now maintained under special permits heretofore granted, and which do not conform to the regulations of this ordinance, shall, upon notification from the Board of Public Works, be changed forthwith so as to comply with the terms of this order, or failing to be so changed, shall immediately be removed.

All signs or transparencies now exceed as because of the control of the contro

All signs or transparencies now creeted or here-after to be erected, upon buildings and projecting over sidewalks, shall be considered as temporary energoachments and removable at the pleasure of the

Board of Supervisors.

Further provided that copper wire shall be used exclusively when signs are fastened to buildings with wire.

with wire.

Any person maintaining a sign or advertisement upon or in front of the premises of which he is the owner or occupant, or over which he has control, shall, upon notice from the Board of Public Works, cause such sign or advertisement, to be placed, secured and fastened in such a manner as the Board of Public Works may direct. In case of failure to comply with such notification, it shall be the duty of the Board of Public Works to cause the removal forthwith of such sign or advertisement.

All Orders or parts of Orders in conflict with the provisions of this Order are hereby repealed.

REVIEW.

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Dempster & Son	No Percentage Drug Co949 Market Owl Drug Co1128 Market	Aronson, A	Mosaford, Mosasa
Doyle, H. & Co	Rediagton & Co	Breuner, John Co	Dehorn Hardware & Tool Co
Eveleth-Nash Co	Ryan, D	Eastern Ontatting Co	Rosekrans, Il. & Co
Freitan, M. T. & Cn	Schmidt, ValS.W. cor. Polk & Jackson Smith, E. J	Friedman, M. & Co	11ARNESS AND SADDLERY,
Getz Bros. & Co	St. Nicholas Pharmacy Market & Haysa Wakeles & CoBush and Montgomery	Fredericke, J. & Co549 Market	Johnson, J. C. & Co
Grima & Skelley Co	DRUGGISTS' SUPPLIES. Beckett, F. A. & Co	Kragen Furniture Co	Lestufke Bros1823 Market HATTERS.
Guggenhime & Co	DRY AND FANCY GOODS HOUSES.	Milwaukee Furniture Co332 Howard	Collina & Co
Hansen, John R. & Co	Beuer Bros. & Co	Plum, Chas. M. & Co	Fisher & Co Montgomery
Hilmer & Bredhoff	Curtin C	Smith, Furniture Co., A. B128 Ellie	Herrmson, C. & Co. 228 Kearny Hìnk, Jaenicke & Co. 29 Second Kline, Louis & Co. 106 Bush
Hume, R. D. & Co	Davis, R. D. & CoGeary and Grant Ave Dinkelentel, L. & Sons	Wilson Bros. 1710 Market	Lundstrom, K. A
Ivanoovich, J. & Co	Graf Bros	Yawman & Erhe Mig. Co 28 New Montgomery	Triest & Co

MEN'S FURNISHING GOODS.

LADIES' FURNISHING GOODS.

BAY AND GRAIN DEALERS.

PAINTS AND OILS.

BAT AND GRAIN DEALERS.	EADIES FURNISHING GOOMS.		Para Maria Principal
Anspacher Bros	Gavis, Schonwasser & Co	Baumel, Fred J	Bass-Hineter Paint Co
Chase, W. W. Co. 1938 Market Ellis, H. C. & Co. 106 Steuart	Magnin, I. & Co840 Market	Beamish, P 203 Montgomery	Stagner Dros 123 Front
		Borman, O	Whittier-Coburn Co
Mayer, Albert		Bullock & Jones Co105 Montgomery	
Peters & Cowie	LADIES' TAILORS.	Carter & Kelly	PAINTERS AND PAPER HANGERS.
Scott & Magner	Flamm, G	Goldatone Bros	Brace N 3050 Sixteen h
Somers & Co	Lowenthal & Co	Oreenchaum, Weil & Michels17 Sansome Hansen & Elrick	Dwyer, L. J 40 New Montgomery
HEATING AND VENTILATING.		Hart, M400 Kearny	Brace N 30.0 Strteen h 12 d y & on.
Royal Heating Co., Inc210 Mason	LAMPS.	Lewison, J. L. & Co	
HORSE SHOEING.	Boesch Lamp Co	Morgan Bros229 Montgomery	Schnee, Gustave
Odsa Martin125 Geary	LAUNDRIES.	Schoenfeld, Adolph	Stader, C
	Electric Laundry Co825 Folsom	The Toggery	Schnee, Gustave. DVZ Stockton St. Denis, J. & Co. 270 Squter Stader, C. 1 Besh Steln, M. 759 Market Swan I S. 759 Market
HOTELS.	Empire Laundry Co	MERCHANT TAILORS.	Swan, J. S717 Market
California HotelBush, near Kearny	La Grande Laundry		PAPER HOXES.
Colonial HotelPine & Jones Gallagher, John PLangham Hotel	St. Nicholas Laundry Co3068 Seventeenth	Bliss, Charles	Pacific Pold. P. B. Factory 15 Fremont
Glaze & TrewellaWindsor Hotel Hoim & Saxtorph, Baldwin House30 Ellia	U. S. Laundry Association 3111 Sixteenth	Borck & Rosenberg	PAPER AND PAPER BAG
Hotel Rella Vista	LAUNDRY MACHINERY.	Growall, W. L. CoCrocker Bldg Lancaster & Co	MANUFACTURERS.
Hotel Bella Vista	Troy Laundry Machinery Co583 Mission	Lemos, Loon	Crown Paper Co
Occidental HotelMonigomary		Lyone, Charles	Union Bag & Paper Co
Stewart, M. & C	LAW BOOK PUBLISHERS.	Raid John	Union Pulp & Paper Co427 Sansome
Turpin, F. L., The Royal126 Ellia	Bancroft-Whitney Co438 Montgomery	Silver Dollar Tailoring & Repairing Co	PAPER PATTERNS.
HOUSEHOLD UTENSILS.	LEAF TOBACCO DEALERS.	Smith. J	Butterick Publishing Co., Ltd., The., 201 Post
Wiester & Co22 Second	Conradi & Goldberg730 Montgomery	Wullams Bros111 Suttar	PATENT DOOR OPENERS AND
ICE DEALERS.	Kohlherg & Co	METAL WORKS.	CLOSERS,
	London, H	Fine John Metal Works	Rischmuller, Geo2449 Nineteenth
Consumers' Ice Co	LEATHER AND LEATHER GOODS	Fino, John Metal Works	PHARMACEUTICAL PREPARATIONS.
Union Ice Co785 Fourth	DEALERS.	Pacific Metal Worka	
INSURANCE.	Blasinger & Co		Gordio-Gladys Co
Abpel & Bruckman	Brown & Adams	MICROSCOPES AND BIOLOGICAL	California Fig Syrup Co
Baggs & Stovel	Harpham & Jansen	SUPPLIES.	worden, Chaton E. & CoZl4 Townsend
Bertheau, Cesar	Kuliman, Saiz & Co106 Battery	Pacific Micro Materiala Co432 Montgomery	PHOTOGRAPHERS.
Com'l Union Assurance Co415 Calliornia	Stoll & Van Bargen646 Market	MILK AND CREAM.	Sewell, Daniel
Craig, Hugh	Wagner Leather Co	Berkeley Farm-N. J. Nelson1228 Folsom	Tahar Photo Co121 Posi
Doroio, Geo. D	LIGHT AND POWER COMPANIES.	Jersey Farm Co	PHOTO ENGRAVERS.
Fireman's Fund Insurance Co401 California Fidelity & Casualty CoMutuel Life Bldg	Equitable Gas Light Co	Milibrae CompanyNinth & Mission S. F. Cream Depot1929 Mission	Bolton & Strong
Fidelity & Deposit Co. of Maryland	LIME AND CEMENT.		Sunset Photo & Engraving Co
Forbes, A. B. & SonMutual Life Bldg	Cowell, Henry & Co	MILLINERY.	106 Union Sq. Av.
Grant. Geo. F	LITHOGRAPHERS.	Coughlan, Jas	PHOTOGRAPHIC SUPPLIES.
Cutto & Front 203 California		Holm & Nathan	Bacon, Wm. 0
Herold, Rudolph, Jr	California Lithograph Co	Muller & Raas Co731 Market	Kirk, Geary & Co220 Sutter
Landers. William J	Britton & Rey	Toplitz, R. L. & Co	PICKLE MANUFACTURERS.
Laton, Chas. A	Britton & Rey	MILLWRIGHTS.	Fisher Packing Co
Tha			Loeffer, John
Manheim, Dibbern & Co217 Sanaome Milwaukee Mechanica' Ina. Co410 California	LIVERY STARLES.	Dibert Bros. Mfg. Co225 Mission	Pacine Vinegar & Pickie Works127 David
Nathan & Kingaton	Clemens, C. J	MINERAL WATERS.	PLANING MILLS.
	McCord, Alex & Co221 Ellis	Eggers, Chas. & Co	Hansen, ABerry, near Sixth
Norwich, Union Fira Ina. Society, 314 California Pacific Mutual Life Inc. Co. of California	LOAN OFFICES.	We Shacts Mineral Spring Co., 6th & Brannan	Young, JamesBeale & Mission
. Montgomery and Sacramento		Peoplea-Mineral-Hygiene Co612 Howard	•
Pacific Suraty CoSafe Deposit Bidg Parker, Chas. M. T214 Place Phœoix Mutual Lifa Ina. Co		MINERS' AND ASSAYERS' SUPPLIES.	PLUMBERS.
Parker, Chas. M. T	LUMBER DEALERS.	Taylor, John & Co	Porsyth, W. C106 Golden Oate Ava
1305 Claus Spreckels Bldg	Albion Lumber CoFifth & Hooper Blyth & TrottSpear & Mission		ickelheimer, S. & Bro
Potter, Edward E322 Montgomery Preferred Accident Insurance CoMills Bldg	Caspar Lumber Co	MINING COMPANIES.	Murray Bros. 623 Sacramento S hanz & Grundy
Shields, A. M	Doe, Chas F. & Co	Alaska Treadwell Gold Mining Co. Mills Bldg	Wilson, W. F 328 Stockton
Terry, Joa. T	Oray's Harbor Commercial Co237 California	Bourn, W. B	
Turger Geo. W	Heywood, Franklin18 California Hiba, F. A. CoSanta Cruz	· ·	PORK PACKERS AND PROVISION DEALERS.
Yosa, Conrad & Co	Hooper, C. A. & Co204 Front	MISCELLANEOUS FIRMS.	Armonr Packing Co
Watt, Rolla VPine & Sansome	Jones, Richard C. & Co	Buckman, A. E	Buttgenbach, Joseph326 Fourth
IRON WORKS.	Morrison Lumber Co	MUNICIPAL ENGINEERS.	Roth, Blum & Co
California Iron Yard		Ridley, A. E. Brooke 598-99 Parrott Bldg	South S. F. Pack. & Prov. Co
Morton & Hedley234 Fremont	Scott & Van Arsdale L. Cobth & Brannan		Western Meat CoSixth and Townsend Wilfert Broa1378 Market
Vulcan Iron Works	S. F. Lumbar CoThird & Berry	MUSH MANUFACTURERS.	
GOODS.	Simpson Lumber Co22 Market Truckee L. Co. of S. F3 California	Robbins, H. R12 Halleck	POULTRY AND DAIRY PRODUCE.
	Union Lumber Co Sixth & Channel	MUSICAL INSTRUMENT DEALERS.	Fodera, A
Deardorf, Frank			
Nippon Company403 Geary Solomon, C., Jr423 Battary	MACARONI MANUFACTURERS.	Curtaz, Benj. & Son	POWDER WORKS.
JAPANESE AND AMERICAN SILKS.	California Italian Paste Co347 Sacramento	Montatt Bros & Co	The California Powder Works 330 Markel
	MACHINERY AND ENGINEERS'	Kohler & Chase	PRESS CLIPPINGS.
Brett, J. & Co537 Market	SUPPLIES.	Mauzy Byron	Allen's Press Clipping Bureau510 Mont'y
JAPANESE AND CHINESE SILKS.	Brownell, Jas S	Sherman, Clay & Co	PRINTERS.
Hart, B	California Tool Works	MUSTARD MANUFACTURERS.	
Mendelson Bros 7 Battery	Evane, C. H. & Co	Burr, C. C. & Co	
JEWELERS.	Tiett Debert 100 Maie	NECKWEAR MANUFACTURERS.	Dempster BrosGlen Park Av & Bond Eastman, Frank & Co
Baldwin Jewelry Co844 Market		Helaeman, H. M	Frevgang-Leary Co
Brittain & Co	Meese & Gottfried Co		Hughes, Edward C
Eisenberg, A. & Co126 Kearny	Orienta! Gas Engine Worka 229 Folsom	OILS.	Monahan, John & Co 11. C mercial
Glindemann, W	The side Wood & Cupple Co. 100 Prince	Arctic Gil Worke	Munk, R 806 Mission
Greenzweig, George & Co206 Kearny Hall, A. I. & Son		Leonard & Ellis	Mysell-Rollins Co., The
Judia, Alphonse	Tatum & Bowen	Weed, F. F., Sec'y Lion Oll Co927 Market	Partr dge John % C 'om a
Lundberg & Lee232 Poet	Union Gas Engine Co244 First	OPTICIANS.	Pernau Bros
Nordman Bros			Roberts, John W
Radke & Co118 Sutter	MANUFACTURERS' AGENTS.	Berteling Optical Co	Roeech, Louis, Co
Rothachild & Hadenfeldt		Chinn-Beretta Optical Co31 Grant Av.	Stanley-Taylor Co., Tha
	Eberbard Co., The Geo. F	Hirsch & Kalaer 7 Kearny	Sterett Printing Co
Schussier, M. & CoClaus Spreckels Bldg	Hughson & Merton		Studyel & Hichardson
Schussier, M. & CoClaus Spreckels Bldg Schwartze, K. G	Hughson & Merton	Kahn, H. & Co	
Schussier, M. & CoClaus Spreckals Bldg Schwartze, K. G	Hughson & Merton	OYSTER DEALERS.	PRINTERS' INK.
Schussier, M. & CoClaus Spreekals Bldg Rehwartze, K. G	Hughson & Merton	OYSTER DEALERS. Darbee & Immel30 Union Sq. Market	PRINTERS' INK. Reed & Goodman
Schussler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Diamond House	Hughson & Merton	OYSTER DEALERS. Darhee & immel	PRINTERS' INK. Reed & Goodman
Schussler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Diamond House	Hughson & Merton	OYSTER DEALERS. Darbee & Immel	PRINTERS' INK. Reed & Goodman
Schussler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Diamond House 225 Sutter Sheve & Co Crocker Bldg Sorensen, James A 103 Sixth Vandarelice, W. K. & Co 136 Sutter JEWELERS' SUPPLIES. Armer & Weinshenk 207 Sutter	Hughson & Merton	OYSTER DEALERS. Darhee & immel	PRINTERS' INK. Reed & Goodman
Schuasler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Dlamond House 226 Sutter Shreve & Co Crocker Bldg Sorensen, James A 103 Sixth Vandarslice, W. K. & Co 136 Sutter JEWELERS' SUPPLIES. Armer & Weinshenk 207 Sutter KNITTED GOODS.	Hughson & Merton	OYSTER DEALERS. Darbee & Immel	PRINTERS' INK. Reed & Goodman
Schuasler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Diamond House 226 Sutter Shreve & Co Crocker Bldg Sorensen, James A 103 Sixth Vandarelice, W. K. & Co 136 Sutter JEWELERS' SUPPLIES. Armer & Weinshenk 207 Sutter KNITTED GGGDS. Gautner & Mattern 20 Post	Hughson & Merton	Nahn, H. & Co	PRINTERS' INK. Reed & Goodman
Schuasler, M. & Co Claus Spreckels Bldg Schwartze, K. G 502 Battery S. F. Dlamond House 226 Sutter Shreve & Co Crocker Bldg Sorensen, James A 103 Sixth Vandarslice, W. K. & Co 136 Sutter JEWELERS' SUPPLIES. Armer & Weinshenk 207 Sutter KNITTED GOODS.	Hughson & Merton	OYSTER DEALERS. Darbee & Immel	PRINTERS' INK. Reed & Goodman

10	MERCHANIS ASSOCIATIO	REVIEW, MARCH, 1901.	
Low Hartland 2304 Van Ness Ave	SEEDS AND GRAIN.	STOVE AND IRON FOUNDRIES.	Welstad & Co.
Law, Hartland	Bowen, E. J	Stelger & Kerr	Halated & Co
Martel, J. L	Hillens, F		United Undertakers' Association 27 Fifth
Rodgera, Arthur	SEEDS AND PRODUCE.	STOVES AND RANGES.	Valente, Mariel & Co1574 Stockton
Wells, W. HMilla Bldg	Volkman, Chas. M. & Co402 Front	Schieck, John C	UNIFORMS AND REGALIA.
Wilson, A. Wllotel Richlieu	SEWER PIPE AND TERRA COTTA.	SUGAR.	Pasquale, B. & Sons Sutter & Grant Ave
PUMPING MACHINERY.	Clark, N. & Sons	Hawalian Com. Sugar Co308 Market	Pettibone Bros. blfg. Co., The Eddy
Dow, Oco. E. Pumping Engine Co149 First Jackson, Byron Machine Works411 Market	Oladding, McBean & Co1358 Market Steiger Terra Cotta & Pottery Works	SURGICAL INSTRUMENTS.	VINEGAR MANUFACTURERS.
RABBITRIES.		Folkers, J. H. A. & Bro	
Bentham, W. C1832 Market	SEWING MACHINES.	Hoppe & Rohinson404 Sutter	Consumera' Y. & V. Worka404 Battery
		SURVEYING INSTRUMENTS.	WAGON & CARRIAGE MATERIALS.
REAL ESTATE DEALERS.	Evads, J. W	Lietz, A. Ce422 Sacramento	Helt Bres. Co 30 Main
Ashton & Cardiner411 Montgomory Babin, Landry C413 Kearny			
Baldwin & Howell	SHEET IRON AND PIPES.	SYRUPS.	WALL PAPER AND MOLDINGS.
	Smith, Francis & Co	Long Syrup Refining CoEighth & Brannaa Pacific Coast Syrup Co	Clark, G. W. & Co
Buckingham, A. F	SHIP BUILDERS.		Quadt, John 1514 Market Uhl Bros 685 Market
Center & Spader	Hay & Wright	TAILORS' CLOTHS, TRIMMINGS AND WOOLENS.	WAREHOUSES.
Davis, Aifred E230 Montgomery Easton, Eldridge & Co638 Market	Turner, Matthew40 California	Baumgarten, J. & Co Muntgomery	
Filan, Sanderson & Co238 Montgomery		Byrne, Jos. & Co	Danforth Warehouse Co., Inc723 Battery Grangers' Business Association209 California
Giselman, William, Trustee120 Pholan Bldg Hendrickson, William & Co	SHIP CHANDLERS.		
		Reiss Bros. & Co	Lemman BroaTownsend & Japan Searle Warehouse Co., Charles
Hibb. F. A. CoSanta Cruz	Lewis, Anderson & Co24 East		WELL BORERS.
Hooker & Lent	SHIPPING AND COMMISSION.	TAILOR TO TRADE.	Lowe 1 W 196 Vasury
Maren Thos. & Sons 5 Montgomery	Alexander & Baldwin, Ltd308 Market Chapman, W. B123 California	Hilp, Henry102 Battery	Lowe, J. W
Manning, H. S	Delius & Co209 Safe Deposit Bldg	TANNERS.	WINES AND LIQUORS.
McElrov, R. D Phelan Bldg	Dieckmann & Co	Eagle Tannery	Adame, Chas. L
Oliver, B. P	Johnson-Locke Mercantile Co204 Front Kandean C N & Co123 Davis	Legallet-Heilwig Tanning Co401 Front Norton Tanning Co312 Clay	Bergee & Domeniconi
Rich A. J. & Co	Knudsen, C. N. & Co	Norton Tabbing Co	Cahen, Louis & Son
Shainwald, Buckhee & Co210 Montgomery	Marcua, Geo. & Co	TANNING EXTRACTS.	California Wine Association 661 Third
Smith, Julien	McNesr, O. W	California Tanning Extract Co 218 California	
Thistleton, Gen. & CoOcean View	Newhall, H. M. & Co309 Sansome		Chauche & Bon
Thistleton, Geo. & Co	Otis, McAllister & Co	TEAS, COFFEES AND SPICES.	
RECREATION GROUNDS.	Pike, Chas. W. & Co124 California Pinet, J. & Co504 Jackson	Brandenstein, M. J. & Co115 Market Burmester, Henry W1143 Market Castle Bros	Friedman, Paul
Herman, R	Rosenbaum Bros	Crewell Geo. W. & Co414 Sacramento	Hey, Grauerholz & Co
REFINERS.	Spreckets, J. D. Bros. & Co	Columbia Coffee & Spice Co112 Front	Hildebrendt, Posner & Co
	Williams, Dimend & Co203 Market	Folger, J. A. & Co	Holtum Bros., Inc
Selby Smelting & Lead Wke416 Montgomery	SHIPSMITHS.	Hills Bros	Italian-Swiss Agric, Col
RESTAURANTS.	Chrestoffersen & Tway420 Beals	Huddleston & Co	Jones, Mundy & Co120 Front
Bay State Restaurant	SHIRT MANUFACTURERS.	Jones-Paddock Co	Korbel, F. & Broa
Hisnen & HrunN.E. cor. Eddy & Mason	Ide Geo. P. & Co	Schilling, A. & Co	Leuenberger, E. & Co
Christecen, M. A. C	Lautermilch, Tha L. Shirt Mig. Co 328 Bush	Tyler, S. H. & Son	Levingston, M. A
Cuenia, I	SILK MANUFACTURERS.	TELEPHONE AND TELEGRAPH	Luhhen, John
Fischer, E. A122 O'Farrell	Carlagn-Currier Co	COMPANIES.	Mann. C. M., suc. to l. de Turk. 216 Sacramento
Oalfodo & Juranitz	Nonotuck Silk Co	Pacific States Telephone and Telegraph	Mann, C. M., suc. to l. de Turk.216 Sacramento Martin, E. & Co
Johnson Restaurant Co28 Montgomery Krone, F. W35 Geary	SMOKERS' ARTICLES.	Co., The	Meinecke, Chas. & Co314 Sacramento
Larsen, C. G	Heininger, C. P. & Co	TENTS AND AWNINGS.	Meinecke, Chas. & Co
Loupy, Noel P	SOAP & TALLOW MANUFACTURERS.	Ames & Harris, Inc100 Secramento	Moors, Hunt Co., The Jesse
Page & FaichTurk & Mason Peterson, P	Fischheck & Glootz307 Sacramento Lille, CharlesN.W. cor. Bay & Webster	Neville & Co Zi California	Naher, Alfs & Brune323 Market
Pouchan & Schlatter32 O'Farrall Priet, P. & Co	Nawell & Bro217 Davis	Thoms, F1139 Mission	Napa and Sonoma Wine Co
Schwarz & Heth O'Farrell & Market	SODA WATER APPARATUS.	THEATRES.	Pike, B. D. & Co
Swain, Frank A	Becht, G. J. Co804 Stockton	Belasco, FredAlcazar Theatre Friedlander, S. H. & CoCalifornia Theatre	Rosenblatt Co., The
Westerfeld, P. & Co1035 Market Wicker & HermansenMarket & Park Ave	SODA WATER MANUFACTURERS.	Walter Orpheum Co113 O'Farrell	
Young, H. H228 Kearny	Belfast Ginger Ale CoUnion & Octavia	TINNERS' & PLUMBERS' SUPPLIES.	Schilling C & Co
Zinkand, Chas. A	SPICES AND FLAVORING EXTRACTS.	Tay, Geo. H. Co	Schultz, Wm. A. & Sona
RIGGERS. Servant & Rice	Rieger, Paul & Co		Shea, Bocqueraz & Co
	STAMP DEALERS.	TITLE INSURANCE.	Spruance-Stanley Co
RUBBER GOODS.	Makins & Co	California Title Ins. and T. CoMilla Bidg	Taussig, Louis & Co
Bost. Wov. Hose & Rubher Co Fremant Goodyear Rubher Co	Sellschopp, W. & Co118 Stockton	TOWEL COMPANIES.	Van Bergen, N. & Co
O. P. and Ruhher Mig. Co., The30 Fremont Morgan & Wright305 Larkin	STARCH MANUFACTURERS.	Mercantile T. & L. Co	Wichman, Lutgen & Co
N. Y. Belting & Packing Co	Everding, J. & Co48 Clay	SW cor. New Montgomery & Mission	Wilmerding-Loewe Co
	STATIONERS AND PAPER DEALERS.	TRANSFER COMPANIES.	WIRE AND WIRE ROPE.
SAFES.	Blake, Moffitt & Towns	Morton Special Delivery Co408 Taylor	American Steel & Wire Co10 Pius
Hall's Safe & Lock Worke	Bonestell & Co	Pacific Transfer Co	Roshling's, John A. Sons Co75 Fremont
Parcella, C. B218 California	Dodge Stationery Co123 Grant Ave	River Express Co	WOOD DEALERS.
SAW WORKS.	Heynemann, Milton412 Montgomery Le Count Bros533 Market		
California Saw Worke	Zelierbach, A. & Sons418 Sansome	TRUNKS.	Bender BresThird-st. Wharf Devoto & Pedrial1230 Battery
SCHOOL AND KINDERGARTEN	STATISTICIAN AND ECONOMIST.	Hirschfielder & Meaney	Iverson Trading Co., The N155 Berry
SUPPLIES.	McCarty, Louis P2524 Clay	TRUSSES AND ELECTRIC BELTS.	WOOD MANTEL MANUFACTURERS.
Bradley, Milton Co122 McAllister		Pacific Electrio Belt & Truse Co1170 Market	Bush & Mallett Co223 Post
SCOTCH TWEEDS.	COMPANIES.		
Craig Bros120 Sutter	Cook, Thos. & Co	TURKISH BATHS.	WOOD AND WILLOW WARE.
SCREENING AND TRANSPORTATION	Occidental & Oriental Steamship Co	Burns, Edw. F	Unua, Harry Co., The
OF COAL. Excelsior Coal & Screening Co Spear	421 Market	Greenhood, L. H	WOOL.
SCREEN WORKS.	Pacific Coast Steamship Co10 Market Pacific Mail Steamship Co421 Market	TYPEWRITERS AND SUPPLIES.	
Quick, John W221 First	Dotomon Iomas D 56 Stoners	Alexander, L. & M. & Co110 Montgomery	Denigan, Thos., Son & Co
SEARCHERS OF RECORDS.	STEVEDORES.	Bannan's Typewriter Exchange307 Montg'y Bornemann, Oco. C. & Co117 Sutter	San Francisco Wool Sorting & Scouring Co
Simpson & Millar413 Montgomery		Standard Typewriter Ex207 Montgomery	Wollber, JacohFifth & Bluzoms
	Freese, A. C	United Typewriter & Supply Co227 Montg'y Wyckoff, Seamans & Benedict.211 Montgomery	WOOLEN MANUFACTURERS.
SEC'Y. ACADEMY OF SCIENCES.	Levensaler, J. G	UNDERTAKERS.	Oolden Gate Woolen Mig. Co535 Market
Rixford, O. PAcademy of Sciences Bldg	Woodside, A. & Co2 Halleck	Godeau, J. S	
SEC'Y MERCHANTS' ASSOCIATION.	STORE AND OFFICE FIXTURES.	G. Cate Undertaking Co	WRECKERS.
Fraud, J. Rich'dMilla Bldg	Simmen, John	Hagan, James445 Valancia	Whitelaw Wrecking Co216 Spear



REVIEW

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SAN FRANCISCO, CAL., APRIL, 1901.

No. 56.

WELCOME TO PRESIDENT MCKINLEY.

The approaching visit of the President of the United States, next month, is a notable event certain to awaken unbounded enthusiasm among the people of San Francisco. President McKinley will be accompanied by the members of his Cabinet, the Governor and the Congressional delegation of Ohio, and other distinguished representatives in Congress. It is also probable that the President of Mexico will join the party en route to this State. A more eminent body of famous statesmen has never before visited California.

It is estimated that from 100,000 to 200,000 visitors will come to San Francisco during the President's visit, many of whom will see California for the first time. Thousands will be attracted to the State from the other side of the Rocky Mountains. Every movement of the Presidential party will be heralded throughout the world. The leading newspapers of the United States will illustrate and describe, vividly and minutely, the manner in which the President is received in our midst. This news will be flashed by wire daily to every section of the Union and even to remote parts of Europe.

This noteworthy event is, therefore, fraught with deep significance to the present and future of our city. It is the opportunity of a lifetime to the citizens of San Francisco. Not only will it be our privilege, as Californians, to show the most liberal hospitality to our distinguished guests, but it will also be our duty as citizens of the Republic to honor, in the most fitting manner, the chief executive of the nation. The way in which we act upon this conspicuous occasion will be accepted as the test of our public spirit and progressiveness.

How will the citizens of San Francisco respond to the spontaneous appeal that the reception to the President and his party

shall be the grandest celebration ever held on the Pacific Coast? Think of the huge wave of prosperity cast upon our shores by the present administration of the Federal Government! Think of the many thousands of desirable visitors who, by the magic wand of hospitality, may be secured as permanent residents of the Golden State! Think of the priceless possibilities in store for the future of onr city through the wide-spread publicity, the increased population, the expanded commerce and the renewed wealth incident to this exceptional event!

Let every citizen contribute his might and main to help make the celebration a gigantic success from every point of view. A Citizens' Committee, appointed by his Honor, the Mayor, has been entrusted with the task of providing a suitable public reception. A Finance Committee, of which the President of the Merchants' Association is the Chairman, has been organized to raise the necessary funds. Let each of the 1,286 members of the Merchants' Association constitute a committee of one to co-operate in this worthy work. Every dollar contributed to this commendable purpose will in time return a hundred-fold.

The national colors should be displayed from every house-top in the city. The public streets should be profusely decorated by day and illuminated by myriads of lights at night. Precision and order should mark every feature of the parade. Welcome should be visible in every act and word. Joined to the picturesque location of our city, we may thus leave such an indelible impress upon the minds and hearts of our distinguished guests that no future President of the United States will consider his term complete without a visit to our Golden State.

EPWORTH LEAGUE CONVENTION.

The fifth International Convention of the Epworth League will be held in San Francisco from the 18th to the 21st of July. Exceptionally low excursion rates from Chicago and Eastern points have been granted by the railroad company. The Christian Endeavor Convention in 1897 attracted over twenty-six thousand visitors to California from east of Ogden and El Paso. It is estimated that an equal number will come to the Epworth League Convention.

Realizing the many benefits to be derived from such a large gathering of desirable people, the Merchants' Association adopted the following resolution last January in favor of the International Epworth League Convention:

WHEREAS, One of the main objects of the Merchants' Association is to encourage such legitimate measures as will bring desirable visitors to San Francisco; and

WHEREAS, The International Convention of the Epworth League will be held in San Francisco during the mouth of July next, thereby bringing many thousands of desirable visitors to San Francisco, some of whom may become permanent residents, therefore, he it

Resolved, That we heartily favor the holding of this convention in San Francisco, and ask the business and professional men, as well as property owners and capitalists of the city, to assist effectually those of our fellow-citizens who are endeavoring to make this convention a notable success.

The Finance Committee of the Epworth League is now soliciting subscriptions to provide a suitable reception to the Epworth Convention and hopes to secure \$25,000 for this purpose. This fund will be exclusively used to defray the expenses of the convention halls, decorations, speakers, traveling expenses, promotion, etc. All delegates pay their own expenses to and from and while in San Francisco. We believe that the advantages that will accrue to our city from such a large gathering of young people should elicit prompt and generous contributions from the business men of San Francisco.

APPLIANCES

-FOR-

Restraining Crowds During Street Parades.

The matter of restraining crowds, so as to keep the streets clear during parades, is one of the most important features in the handling of processions. The successful parade held on Admission Day, when the rondway was kept entirely clear by means of wire rope stretched on posts along both sides of the streets, led to a general desire that such a system might be made available at any time without rendering it necessary to tear up the street pavement each time to insert the posts. The Merchant's Association took up the matter and requested its Superintendent to prepare a plan by which this could be accomplished. His report and diagrams of the appliances, it is proposed to use, are here presented.

MARCH 22, 1901.

To the Committee on Public Affairs

of the Merchants' Association:

Gentlemen:—Referring to the matter of keeping the roadway of streets clear during parades, I beg to submit the following plan for certain appliances which will accomplish the result described.

METAL SOCKETS IMBEDDED IN THE PAVE-MENTS.

It is proposed to sink in the street pavement, just outside the curbs and fifty feet apart, cast iron sockets. These sockets will be conical in shape, having an inside diameter of five and three-fourths (5\frac{3}{4}) inches at the top, tapering to two and one-half (2\frac{1}{2}) inches at the bottom and will be eighteeen (18) inches in length. There are two objects attained in having them conical. First, that the greatest thickness of the post to be inserted will be at the point where the strain is greatest, and the amount of metal necessary is greatly reduced, thus lessening the cost. Second, being conical the posts will not bind too tightly and when shrinkage occurs, they will drop lower and fluwer be firm.

These sockets will be imbedded in and surrounded by four inches of concrete, thus giving thorough rigidity to the socket. The sockets are open at the bottom and a hole one inch in diameter runs through the concrete at the bottom, thus permitting water enteriog the socket to drain through into the sand beneath. A cast iron removable cap, lettered "S. F. P. D." (San Francisco Police Department) will fit into the top of the sockets when not in use, and the whole will be flush with the surface of the pavement. To prevent the caps being carried away, a wrought iron staple will be cast into the center of the inside of the cap and a chain, attached to this staple, will run through a notched opening in the flange of the cap and the upper edge of the socket and be imbedded at the other end in the concrete outside the socket.

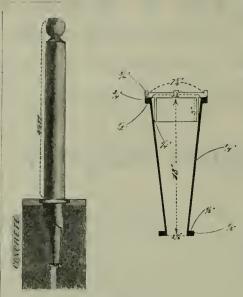
POSTS.

Into these sockets, when parades are held, will be inserted wooden posts of Oregon pine, six feet in length, four and a half feet being above ground, turned round and with a knob turned at the upper end around which the wire cable can be fastened. As the Police Department has in its possession sufficient wire cable, this item need not be considered.

To properly equip Market street from the Ferries to Van Ness avenue, will require about four hundred sockets,

Attached herewith are drawings showing the design of sockets and posts.

Respectfully submitted, L. M. KING, Superintendent Merchants' Association.



The Committee on Public Affairs approved the plan proposed, and the Board of Directors ordered an experimental block equipped in order that a practical test could be made. This was done, and on trial proved successful. Believing that anything which will facilitate the holding of successful parades here will tend to attract conventions and celebrations to San Francisco, and that such events are a benefit to the city, the Merchants' Association decided to equip both sides of Market Street, from the Ferries to Van Ness Avenue with these metal sockets and their accompanying posts, and to present them to the city for use by the Police Department when future parades are held here. The work is now under way, and it is intended to have it finished in time to be used during the coming visit of President McKinley to this

Join the Merchants' Association.

PRESENT AND PAST WORK.

Abolition of Merchandise License Taxes.

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A SUGGESTION FOR THE COMMER-CIAL MUSEUM.

Letter from HUGO D. KEIL.

Ex-Director of the Association, now on a trip around the world.

In my trip through India, the prevalence of English products was expected and caused no surprise. At the same time so many articles of food, dress and general necessity, both to the European resident and native inhabitant are sold, which are and can be produced in our country, at prices lower than in England, that it seemed strange not to see more offered for sale.

Some explanation of this, is the fact that most of the firms are presided over by English managers, who send their orders to the home office, generally located in England, and quite naturally their requirements are filled in their own inarkets. Time and rates cut some figure. The time consumed by freight and passenger steamers from London to Bombay via Suez Canal, is from twenty-two to twenty-five days, with four competing lines, while from San Francisco to Bombay or Calcutta via Hongkong, fifty to fifty-five days are necessary, a difference of about thirty days, with practically no competition. The respective freight rates I have been unable to find out.

Many of our products are disguised under private brands; are sold at large profits and with the added freight charge from the United States to England their sale is limited. Now if the merchant or manufacturer could come in direct correspondence with the buyer, quoting him lower prices, different varieties, qualities and sizes, increased sales would follow.

Climatic conditions and customs necessitate different style of packing, the wealth and extreme poverty of the people call for qualities and sizes of packages to meet their respective wants, and before attempting to successfully compete, this factor must be carefully investigated, otherwise failure will follow hasty ventures.

The German manufacturer has gained a foothold in several lines. He found that the native demanded showy dress goods, ornaments, hardware, household utensils, etc., of a cheap order and was quick enough to let him have them, while the Englishman lost the trade by ignoring its existence. I was informed on good authority, that a great deal of the artistic brass work sold by the manufacturers of Benares, is cast in Germany, only a few finishing touches being added by the natives. Almost all these goods are sold to tourists.

It is in such fields that the Commercial Museum can show our merchants good results. The conditions are relatively the same in all countries and the fact is realized by the Philadelphia institution. Why should not the San Francisco branch look to the interest of the Pacific Coast? Let our citizens heartily support it, that it may soon be in active operation. Respectfully submitted,

Hugo D. Kell.

Steamship "Peninsula" in the Red Sea, March 1, 1901.

ILLUSTRATED LECTURE ON SIBERIA.

Mr. William M. Bunker, who has recently returned from an extensive tour through Asia, has consented to deliver a lecture on the "Real Siberia," illustrated with views from photographs taken on the spot, for the benefit of the Childrens' Hospital. This lecture will take place in Sherman and Clay Hall, on Monday evening, April 8th, and should be largely attended by our merchants, who, at this time, are so greatly interested in the region to be described by Mr. Bunker.

REVIEW.

J. RICH'D FREUD,

EDITOR

Circulation, 10,000 Copies. Issued monthly at the office of the Association, Mills Building, 7th Floor, Rooms 7, 8 and 9. Telephone, Main 5945. FOR FREE DISTRIBUTION TO MEMBERS and others interested in municipal affairs.

POLICY OF THE REVIEW. No personal, partisan or sectarian question admitted to these columns.

No advertisements are inserted and no subscription price is charged.

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Communications must hear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the Review.

The Merit System Will Endure.

The passage through the Legislature of the Tyrrell anti-civil service bill and the unexpected action of the Governor in signing it, may postpone but will not defeat the full operation of the merit system in San Francisco.

The Charter of San Francisco was lawfully prepared by a Board of Freeholders, and duly ratified by the people of this City, as well as approved by the Legislature of the State, in pursuance of Section 8, Article XI of the Constitution of California. The Supreme Court of California, after an elaborate argument, decided that this Charter was strictly constitutional and valid.

One of the essential parts of the Charter is Article XIII upon Civil Service. The provisions of this Article embrace a complete system of appointment to office upon merit. Section 11 of this Article provides that the merit system shall apply to nearly all the departments of the city government.

It is not within the power of the Legislature to nullify the principles set forth in a Freeholders' Charter. Such an organic law is supreme as against any legislative act in conflict therewith. This is gnaranteed by the Constitution of the State. The Legislature may pass general laws, but such laws cannot override the provisions of a Freeholders' Charter, that are in conflict therewith. In granting the right of home rule to any city adopting a Freeholders' Charter, the Constitution of California stated that the organic law so framed shall "supersede all laws inconsistent with such Charter." The original section of the Constitution contained the words, "special laws," but the word "special" was stricken out in the amendment to the Constitution of 1892.

The whole trend of legislation in California during the past 21 years has been in the direction of granting greater local sovereignty. When the Constitution of 1879 was adopted, one of its main purposea was to prohibit the Legislature from interfering in local affairs. A large number of provisions were inserted in the present Constitution of California that effectually tied the hands of the Legislature as against the privilege of municipalities to frame their own local government. The Tyrrell Act is clearly an interference with the municipal affairs of San Francisco. It will not do to claim that this Act is general, because it is framed in general terms. An Act whose terms are general, but whose intent is clearly special, will never be tolerated as constitutional by the highest tribunal of this State. Many Acts have been declared invalid upon just such a score. The Tyrrell Act is destined to be among their number.

Not only is this Act unconstitutional, but it is absurd. It assumes to provide that any person who once takes an oath of office cannot be removed or supplanted. Such a proposition is untenable upon its face. Not only would it violate the Civil Service provisions of the Charter, but it would seriously interfere with the operation of the city government It would appear to require the heads of departments to continue indefinitely all of their subordinates, irrespective of their qualifications or desirability, No spoils system was ever established upon such a flimsy

The Civil Service Commission is by no means discouraged in its work. It will continue in the course laid down by the Charter, believing in the ultimate success of the merit system. Similar obstacles have been encountered wherever the introduction of Civil Service has been attempted. They have retarded the operation of the law, but have never defeated it. In fact, such acts as the Tyrrell Law tend to hasten the time when the merit system will become not only a municipal, but also a State organic law. In the beginning, the merit system was broken down in the City of New York by similar attacks. The State of New York has now an efficient Civil Service law, controlling not only the government of the cities, but also the State at large. The same result will follow in California. It will come all the sooner on account of this Tyrrell measure. The great majority of the people of California take no stock in the spoils system. This measure will educate them to the necessity of a State Civil Service law, that will not only apply to the cities of the State, but to the government and the various institutions of the State itself. This attempt to strangle the merit system in San Francisco will ultimately prove to be the cause of its speedy establishment throughout the State of California.

Railroad; Charles M. Hays, President of the conthern Pacific Railway; James H. Eckels, President of the Commercial National Bank of Chicago; General W. H. L. Barnes and Horace G. Platt.

Particular credit for the successful management of this banquet is due to President Watkins of the Board of Trade, President Newhall of the Char ber of Commerce, President Sharboro of the Manufacturers' and Producers' Association, President McNear of the Produce Exchange, President Dohrmann of the Merchants' Association, and the Executive Committee composed of Charles Bundschu, W. M. Bunker, J. P. Currier, A. Sbarboro and F. H. Wheelan.

TO CHICAGO!

By CHARLES BUNDSCHU.

Mr. Chairman!

We always contend, that all progress of men Is the outcome of peaceful conceptions,-That the sword must yield to the writ of the pea, And still there are many exceptious, Activity rules and the deed must control And struggle and combat and strife Are reigning forever from pole to pole, For existeoce means warfare in life.

In hidding Welcome with generous heart To the men from the brink of the lake, Our Union's greatest commercial mart, Where all nations must give and must take-In hidding Welcome to men of the line And to leaders that shaped a great place, That fluog to their walls the invincible sign Of progress in mankind and race-

We are mindful of all what Chicago did In scores of years that have passed, We remember the courage, the daring, the grit, That conquered and mastered at last. From the time, when the heroes of Dearborn Fort Were slain by the tribes of the West, When the redskins howled and their hattlecry roared And the paleface was put to his best-We are mindful of all what happened since-Of "Black Hawk", who as chief of the "Sacs", As the last of the Indians, proud as a prince, Sealed the doom of the bloodthirsty packs.

The years rolled by and the struggle went on, Not in peace-but 'midst turmoil and noise They rushed and dashed and they pushed further on The builders of proud Illinois. And then came that fearful catastrophe, That swept with a wild hissing sound Through the streets of Chicago like mutiny, Like a fiend on destruction bound. And while desolation and ruin still reeked From the fumes of the smothering torch While tottering walls, black, ghastly and bleak Still smoked-came the sound of the forge!

And forth sprang that energy nurestrained, That has made your Chicago so great; What was lost, was lost-but her spirit remained And the men that directed her fate! The fame of Chicago rose to it's height And her nerve outshone her ambition, When her Phenix rose in victorions flight In the days of the "World's Exposition".

And my toast be: This noble activity. This mysterious essence of life,-And the men that hold in captivity The result of their struggle and strife,-To the spirit that dares, to the men that fight, To the courage that spurs on the weak, To the bannerbearers of progress and light,
-To the men of the "State of the Leek!"

BANQUET

-то тне-

CHICAGO COMMERCIAL CLUB.

On March 16th, the Board of Trade, Chamber of Commerce, Manufacturers' and Producers' Association, Produce Exchange and Merchants' Association joined hands in tendering a successful and hospitable banquet to the Chicago Commercial Club and its invited guests from the Boston, St. Louis and Cincinnati Commercial Clubs. It was held in the Mary Frances Searles Art Gallery of the Mark Hopkins Institute of Art and 262 covers were laid. The banquet hall was beautifully decorated with California's choicest spring-time flowers and stately palms from Golden Gate Park,

Irving M. Scott presided at the banquet as toastmaster and in fitting words introduced each of the speakers. William A. Fuller, President of the Chicago Club, and Adolphus C. Bartlett and Eldridge G. Keith, prominent representatives of the Club, expressed in feeling terms the deep appreciation of the members of the Chicago Commercial Club at the splendid hospitality extended by the commercial organizations of San Francisco.

Eloquent addresses were also made by Benjamin Ide Wheeler, President of the University of California; Edward E. Ripley, President of the Santa Fe | SAN FRANCISCO, CAL., March 16, 1901.

The Times and the Young Man.

From the "Home Journal."
Whenever a rich man dies, a man who has risen from obscure poverty to great wealth, it is a common thing for young men to say: "Oh, yes, he started when there were lots of chances. But a man can't do that sort of thing now." In 1840 the discontented said that the halcyon days were in 1812, when a mao could get a fat contract in the war. In 1870 the rich men had the chance of the gold fever of 1849. In 1900 we say that it was easy enough for a man to get a start during the war of 1865. And so it goes. In 1930 it will no doubt be said: "Oh, yes, a man had a chance in 1900 when all was prosperity, and America was just developing her new territories." Yet thousands of young men to-day are saying that "there are no chances for a poor young man." They "there are no chances for a poor young man." say this so glibly; they argue so plausibly about the crushing influence of trusts and the combination of capital, that many mothers have written to this magazine asking: "Is this true? Has my boy no chance because he is poor?"

When a young man sits down and belittles the times in which he lives, and wails about "the good old times when men had a chance," it is a pretty good indication, not that the times are wrong, but that the young man is either incompetent or indolent. The fact that a young man is poor is not a hindrance, and never was. On the contrary, poverty is the finest inheritance a young man can have. No combination can be better than poverty and good health to a young man who wants to carve his way in the world. The young msn to be pitied is he of means who knows no stimulus to the best endeavor. But the young fellow who inherits poverty is to be congratulated. He has what all men who have risen in the world had to push them on: to make them mighty. The finest process of character-building through which a man can pass is that of poverty. It is a priceless stimulus. Such conditions as hard work and an education obtained with difficulty breed men, and men so bred have the best training to conquer obstacles. A young man does not start with nothing when he has good health, and believes in frugality and honesty. He has everything that has made thousands of men useful, honored and happy.

There is no condition of mind so fatal to a young man as that which puts him out of sorts with the times in which he lives. The most useless men in the world to-day are the unsuccessful loafers who regard the riches of others as an insult to themselves. The young fellow who has anything in him never stops to regard other people except as he can learn from them. He has no time to abuse the methods of others. is a practice he leaves to the loungers who kick their heels at station platforms, or rural groceries, or corner groggeries. It is the chief greatness of America that a young man can make of himself what he chooses. No man, business house nor corporation keeps a young man down because he is poor. The demand for brains to-day is too great. A young man of capacity, industry and integrity has a field for individual effort such as has never before existed in this country. And success is neither harder nor easier than it ever was. Success never yet came to the laggard, and it never will. Let a young man be capa-ble: have enterprise, be willing to work, and carry himself like a man, and he goes where he will. His success depends upon himself. No times, no conditions, no combinations of capital can stop a young man who has a determination to honorably succeed. and who is willing to work according to the very

the standard with the average young man won't work. He has gotten the insane notion into his head that success comes by lnck; that men are made by opportunities which either come to them or are thrust upon them. And he waits for luck or a chance to come along and find him. Or he dissipates his energies in profitless channels. Instead of using every moment of his time he wastes hours in sensual pleasures for which a young fellow with the right stuff in him has no time. Instead of defying and dismissing temptation he courts it, winks at it, plays with it. Instead of placing dress and amusements in their proper relative position he takes them out of their places and lets them hold a wrong value in his life. Instead of using his time in learning from other men he wastes his breath in idle lamentations. These are the conditions of mind and life which are keeping thousands of young men down, and will keep them down.

The times are all right. It is the young man who finds fault with them who is not.

SPOILS SYSTEM IN POLITICS.

THEODORE ROOSEVELT.

I know that no republic can permanently endure when its politics are corrupt and base; and the spoils system, the application in political life of the degrading doctrine that to the victor belongs the speils, preduces corruption and degradation.

POLITICAL OFFICE HUNTERS.

The man who is in politics for the offices might just as well be in politics for the money he can get for his vote, so far as the general good is concerned.

When the then Vice-President of the United States, Mr. Hendricks, said that he "wished to take the boys in out of the cold to warm their toes," thereby meaning that he wished to distribute offices among the more active heelers, to the rapturous enthusiasm of the latter, he uttered a sentiment which was morally on the same plane with a wish to give "the boys" five dollars apiece all around for their votes, and fifty dollars apiece when they showed themselves sufficiently active in bullying, bribing and cajoling other voters.

Such a sentiment should bar any man from public life, and will bar him whenever the people grow to realize that the worst enemies of the republic are the demagogue and the corruptionist.

The spoils-monger and spoils-seeker invariably breed the bribe-taker and bribe-giver, the embezzler of public funds and the corrupter of voters.

PRESIDENTS FAVOR CIVIL SERVICE.

From the beginning of the present system each President of the United States has been its friend, but no President has been a radical civil service re-

Presidents Arthur, Harrison and Cleveland have all desired to see the service extended and to see the law well administered. No one of them has felt willing or able to do all that the reformers asked, or to pay much heed to their wishes, save as regards that portion of the service to which the law actually applied.

Each has been a sincere party man, who has felt strongly on such questions as those of the tariff, of finance and of our foreign policy, and each has been obliged to conform more or less closely to the wishes of his party associates and fellow-party leaders; and, of course, these party leaders and the party politicians generally wished the offices to be distributed as they had been ever since Andrew Jackson became President.

Thus the fourth-class postmasterships were looted more rapidly under the administration of President Harrison than under that of President Cleveland, and the Consnlar service more rapidly under President Cleveland than under President Harrison; but the final result was the same in both cases.

Indeed, I think that that the brutality which accompanied the greater speed was, in some ways, of service to the country, for it directed attention to the iniquity and folly of the system, and emphasized in the minds of decent citizens the fact that appointments and removal for political reasons in politics, where the duties are wholly non-political, cannot be defended by any man who looks at public affairs from the proper standpoint.

TRIALS OF THE MERIT SYSTEM.

The first Civil Service Commission, established in the days of Grant, was starved out by Congress refusing to appropriate for it. A hostile Congress could repeat the same course now; and, as a matter of fact, in every Congress resolute efforts are made by the champions of foul government and dishonest politics to cut off the commission's supply.

The bolder men, who come from districts where little is known of the law, and where there is no adequate expression of intelligent and honest opinion on the subject, attack it openly.

They are always joined by a number who make the attack covertly under some point of order, or because of a nominal desire for economy. These are quite as dangerous as the others, and deserve exposure.

Among the chief exponents of civil service reform have been Messrs. Spinole of New York, Enloe of Tennessee, Stockdale of Mississippi, Grosvernor of Ohio and Bowers of California. The task of the defenders of the law was, in one way, easy, for they had no arguments to meet, the speeches of their adversaries being invariably divisible into mere declamation and direct misstatement of facts.

STEADY PROGRESS OF CIVIL SERVICE.

Undoubtedly after every success there comes a moment of reaction. The friends of the reform grow temporarily lukewarm, or, because it fails to secure everything they hoped, they neglect to lav proper stress upon all that it does secure. Yet, in spite of all rebuffs, in spite of all disappointments and opposition, the growth of the principle of civil service reform has been continually more rapid, and every year has taken us measurably nearer that ideal of pure and decent government which is dear to the heart of every honest American citizen.

WHAT THE SPOILS SYSTEM MEANS.

One great trouble is that, thanks to having lived under the spoils system for sixty years, a great many people have come to accept it as being inevitably incident to our system of politics, and they gramble at it only as they gramble at droughts or freshets. Besides, they know there are in every party plenty of men competent to fill the offices, and they vaguely believe that it is merely a question as to which set of competent men is chosen. But this is not the case

If a party victory meant that all offices already filled by the most competent members of the defeated party were to be thereafter filled by the most competent members of the victorious party, the system would still be absurd, but it would not be particularly baneful. In reality, however, this is not

system of partisan appointments means at all.

Wherever it is adopted it is inevitable that the degree of party service, or more often of service to some particular leader and not merit, shall ultimately determine the appointment even as among the different party candidates themselves. Once admit that it is proper to turn out an efficient Republican clerk in order to replace him by an efficient Democratic elerk, or vice versa, and the inevitable next step is to consider solely Republicanism or Democracy, and not efficiency, in making the appointment; while the equally inevitable third step is to consider only that peculiar species of Republicanism or Democracy which is applied in adroit and unscrupulous service rendered to the most influential local boss.

ERADICATE THE EVIL.

Of course, both boss and henchmen are often-perhaps generally-very good fellows, anxious to make good records and serve the public well; but it is at least safe to say that this is not necessarily the case. The evil of the spoils system consists much less in the monopolizing of the offices by one party than in the monopolizing of the offices by the politicians at the expense of the people. Yet we have become so wedded to the vicious theory of party appointments that many men in public life are not even able to understand what is really the evil of which we complain—and hence some sapient gentlemen have recently been advocating a plan to divide all the offices among the adherents of both parties by distributing them among Congressmen.

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BARBERS' SUPPLIES.

BARREL MANUFACTURERS.

California Barrel Co......27 Market BATHS.

BAZAARS.

Emporium and Golden Rule Bazaar Market BEER BOTTLERS.

Enterprise Bottling Co.......2745 Sixteenth Frederickshurg Bottling Co......1510 Ellis BELTING-LEATHER.

BICYCLES.

BILL POSTERS.

Owens, Varney & Green Market and Tenth

BOILER WORKS. Eureka Boller Works......113 Mission

BOLT MANUFACTURERS. Payne's Bolt Works......121 Howard

BOOKBINDERS.

BOOKS AND STATIONERY.

BOOTS AND SHOES.

1	Kutz, The G. M. Co
	Maler, Chas
	Miller, M. & Co
	Noian Bros. Shoe Co812 Market
1	Noisn, J. C. & Co
•	Philadelphia Shoe Co10 Third
H	Rosenthal, Feder & Co
1	Rosenthal's Inc
	S. F. Shoe House
ı	Siehe Shoe Co
4	Sommer & Kaufmann28 Kearny
	Sulliven, J. T
3	United Workingmen's Boot & Shoe Co
	18 Second
2	Williams-Marvin Co569 Market
1	Young, George H117 Bush

Hilbernia Brewery. 1225 Howard National Brewing Co. 162 Fulton Phemix Brewing Co. 523 Noe Schueter & Kreeke. 427 Valencia Union Brewing Co. 18th and Florida Wunder Brewing Co. Scott and Greenwich BREWERS' & BOTTLERS' SUPPLIES.

BRIDGE BUILDERS. BROKERS-CUSTOM HOUSE.

Bellingail, P. W. 508 Battery Bruntsch & Reed. 500 Battery Harper, F. F. G. & Co. 407 Washington Helee, Chas. Ed. & Co. 510 Battery Mattoon & Danglada 508 Battery Mayhew, H. B. & Co. 424 Battery Swayne, Hoyt & Co. 426 Battery

BROKERS-MERCHANDISE AND GENERAL.

Booth F. E
DuVal, W. M. & Co221 Front
Mackie, Wm53 Flood Bldg
Page Bros302 California
Palache, R. K
Woods, Maillard & Schmiedell 307 Sansome
BROKERS-STOCK, DOND & GRAIN.
Ames, Worthington 324 Montgomery
Barth, Jacob
Blow, A. W. & Co238 Montgomery
Bowman, O. F 327 Montgomery
Girvin & Eyre307 California
Hecht Bros. & Co
Tri-berts of the Dine
Hirshfeld, C
Politzer & CoClunie Bldg
Pollitz, Edward & Co
Rehfisch & Hochstadter413 California
BROKERS-TICKET.

BROOMS, BRUSHES AND WOODEN-WARE.

BUILDING AND LOAN ASSOCIATIONS.

BUILDING MATERIALS.

BUILDING PAPER MANUFACTURERS.

Clayburgh & George	
Decourtieux, A	
Fingeollet, Henry C	883 Valencia
Hofmann & Woenne	
Katz, F. & Sone	California Market
Knierr, Albert	
Poly Hellbran & Co	
Stone, Leon D. & Co	
Tasffe, Wm. & Co	

BUTCHERS' SUPPLIES.

CAPITALISTS.

Bishop, Chas. R	.530 Californie
Center, John N.E. cor. 16th	and Shotwell
Dean, Walter E	
Denman, James	2318 Steiner
Ehrenpfort, Wm	801 Fillmore
Gage W. S	330 Market
Hayward, Alvinza	631 Market
Hopkins, E. W	324 Pine
Hopkins, Timothy	Mille Boilding
Levy, H. M41	Neveda Block
Moore, A. A. JrClaus	Spreckels Bldg
Phelan, Jas. D	Phelan Bidg
Schmidt, Joha A	425 Ellie
Spreckels, Claus	327 Market
Thompson, R. R	.503 California

CARPENTERS AND BUILDERS.

CARPETS.

Cordes W. P Emi	mairo
Guillizson Bros955	
Hulse, Bradford & Co	goiss h
Schlueter & Volberg217	Sntter
Sperling & Stolzenwald	Mission
Walter, D. N. & E. & Co529	Market

CARPET CLEANING WORKS.

CARRIAGE COMPANIES.

United Carriage Co......Palace Hotel CARRIAGE AND BUGGY MANUFACTURERS.

CASH REGISTERS.

CATERER.

CEMETERIES.

Henderson, John, Mgr. Mt. Olivet Cometery

CENTRAL PARK ASSOCIATION. McNeill, D. R......1187 Market

CHAIR MANUFACTURERS.

Heywood Bros. & Wakefield Co....661 Mission

Annual contract contract			
CHEMICAL WORKS.	Lercari, C. J & Co	Greenberg & Greenberg31 Grant Ave	Smith, Furniture Co., A. B
California Chemical Works	Lichtenberg William 215 Sensorme	Date Dida.	Sterilag Furniture Co
Western Chemical Co	Liebtenberg, R	Kennedy, R. T. Co1104 Market	Weber, C. F. & Co
CHEMISTS.			Wilson Bros
Curtie, J. M. & Son123 California	Maepherson, A. M215 Washington	Livingaton Bros	FURNITURE MOVING COMPANIES.
	Martin, Feusier & Co309 Clay	Michels & Wand	
CHIMNEY PIPE.	McLeod, Daniel	Moran, J. M. & Co	FUICS.
Clawson, L. E. & Co1240 Market	Nardini A. & Co124 Davis	Muser Otto 19 Pheles Blds	
CHINA DECORATORS.	Politicana John M. 910 California		
Perley & Culp	Phillips, M. & Co	Newman & Levinson	Hodich, Max 107 Orant Ave
CHGCOLATE MANUFACTURERS.	Price, W. C. & Co	Quinn, J. B1415 Stockton	kooour, Ad Poer
Ghirardelli, D. Co	Scatena, L. & Co104 Washington	Sacha Bros. & CoSansome and Bush	
CHRONOSEVERS AND NAUTICAL	Sbarwood & Sherwood	Samuela Lace House Co., The D 225 Sutter	FUSE MANUFACTURERS.
INSTRUMENTS.	Elosa Louis & Co	Schmidt, Ben J. & Co	Ensign, Bickford & Co220 California
Pascoe, J. O	Southern Pacific M. Co224 California	Silverman, J	GAS FIXTURES.
Weule, Louis418 Battery	Sresovich, L. G. & Co	Steen, M. A	California Gas Fixture Co
CIGAR AND TOBACCO DEALERS.	Stevens, Callaway & Co220 California Tilden, H. N. & Co211 Sacramento	Strause, Levi & Co	Day, Thos. Co725 Mission
Adler, Ben101 Powell	Tomanovich & Co	Weill, Raphael & Co	GAS ENGINES AND SCALES.
Aubin, Aug. 11 Orant Ave	Welch & Co220 California	BYEING AND CLEANING.	Fairbanks, Morse & Co 210 Market
Blaskower M. & Co 223 Montgomery Brandt, Jacob	Wetmore Bros		Union Gas Engine Co246 First
Carter, Dan P842 Market	Whitney, C. E. & Co110 Davis	The 97 Teach	GAS GOVERNORS.
Drinkhouse, J. A. Co203 Kearny	Williams, The H. A. Co308 Market	Hickman, Henry 3916 Sacramento	Universal-Pacific Gas Governor Co
Gunet, M. A. & Co203 Kearny Heyneman, Horman204 Sacramento	Wolf, William & Co	Show, John F. & Co., Dyeing & Cleaning	
Judell, H. L. & Co214 Sacramento	Young, Carlos G122 Davie	Works Grant Ave	GAS REGULATORS.
Lano & Connelly	Zentner, J. & CoFront & Washington	EDUCATIONAL INSTITUTIONS.	Gas Consumers' Association
Langstadtor, I. S	CONFECTIONERS.	California Business College 805 Larkin	GENERAL MERCHANDISE.
Michalitschke Bros	Bernheim & BlumPolk & Butter	Heald's Business College	
Michalitschke, Chas101 Grant Ave	De Martini, L. Supply Co		
Ordenstein Max	Gruenhagen & Co	ELECTRIC SIGN MANUFACTURERS.	GLASS MANUFACTURERS.
Rinaldo Bros. & Co300 Battery	Hans, Geo. & Son	Novelty Sign Co19 Turk	San Francisco & Pacific Glass Works
Schoenfeld, Johas508 Washington	Hromada, Adolph	ELECTRICAL AND MECHANICAL	United States Glass Co
Schmidt & Bendizen Merket Wertheimer Co., Tho Bettery	Lechten Bros	ENGINEERING.	GLOVES.
Willard Bros	Roberts, Geo. F. & CoPolk and Bush	Doble Co., AhnerFremont and Howard Electrical Engineering Co509 Howard	
CIGARETTE MANUFACTURERS.	Rothechild & Ehrenpfort35 Main		Limousin, C
	Strohmeier, W. A. & Co	ELECTRICAL AND RAILWAY SUP-	Smith, W. M 200 Post
John Bollman Co., The	Townsend, W. S	PLIES.	Steinnerger & Kansner Suttai
CIRCULAR DISTRIBUTORS.	COOPERS.	Brooks-Follis Eleo. Corp	GLLE MANUFACTURERS.
	Herbert & Vogel., N.E. cor. Broadway & Front	ply Co	California G.de Works106 Pine
Weil, W. M. Co		General Elec. CoCiaus Spreeksis Bidg	GRANITE AND MARBLE BEALERS.
CLEANSING COMPOUND.	CORDAGE MANUFACTURERS.	Klein Elec. Works, The J. M. 421 Montgomery Summerhayes, W. R	
Utlea Cleanaing Compound Co21 Spear	Tubba Cordage Co		Back, F. J
CLOAK AND SUIT HOUSES.	COTTON GOODS.	ELECTRICAL MACHINERY.	GRAPHOPHONES AND PRONOGRAPHS
Cailleau, Armand114 Kearny	California Cotton Mills Co 210 California	Westinghouse Electric & Mig. Co	Columbia Phonograph Co125 Geary
Columbia Cloak and Suit House1022 Market	CRACKER MANUFACTURERS.	Mille Bidg.	GROCERS.
Davidson, D. M. & Co	American Biscuit Co Broadway and Battery	ELECTRO-PLATERS.	
Kelly & Liebes	Mecdonald, J. G1120 Market	Dennieton'e San Francisco Plating Worke	Bibo, Newman & Ikenberg
Messager E	Pacific Coast Biscuit Co	Golden West Plating Works103 Busic	Cluff, William Co 18 Front
	CREDIT BUREAU.	S. F. Novelty Plating Works68 First	Coghill & Kohn
CLOTHING DEALERS,	Merchants' Credit Assn. of Cal. 123 California	ELEVATOR MANUFACTURERS.	Dewitt, M. & Co
Benedict & Turner28 Montgomery	CROCKERY AND GLASSWARE,	Hall, C. I. & Co	Foge, J. M
Brown Bros. & Co	Anglo-American C. & G. Co108 Pine	Holman, W. L	Goldberg, Bowen & Co411 Pine
Olldes, J. J	Cowen & Cowen	Holman, W. L	Graham, John T. Precita Av. and Alabama St.
Hirsch Bros221 Montgomery Ave	Nathan-Dohrmann Co	EMBROIDERIES AND LACES.	Granucci Bros
Hirsch, L. & Co	Schloss Crockery Co	Levy, Jules & Bro 5 Sansome	Hartter, Hayes & Co116 Front
Jewell, G	Wehrli Albert		Hogan, The Howard H. Co
Keilus, Chas, & Co122 Kearny	Wehrli, Albert	ENGINEERS-ELECTRICAL.	Holimann, Henry
Mandal, Purach & Wiener125 Sansome	CUTLERY.	Wass, D. D	Keefe, D. F
Merle, L. V	Helliwell, R108 Stockton	ENGINEERS-HYDRAULIC AND	Lebenbaum, L. & Co222 Sutter
Prager, A. J. & Sons	DOORS AND WINDOWS.	MECHANICAL.	Lennon, John A
Raphael's Kearny	Kittredge, E. H. & Co113 Market	Cobb & Hesselmeyer 58 Thurlow Block	Meyer, A. & Co
Roos Bros	DRAYMEN AND STORAGE.	ENGINEERS' SUPPLIES.	Parks Bros. & Co310 Fifth
		Crandall Packing Co	Rathjen Bros
COAL DEALERS.	Ayers & Co	Pickthall, M. & Co	Smith's Cash Store
Allen, Chas, R	Emmons, G. W	Riz Eng. & Supply Co	Stula Broa
Camphell, Arthur C	Latenanite of Makion Catifornia	ESSENTIAL OILS.	Stunker & Ehlers
Coruwail, P. B	McNab & Smith		S.E. cor. Market and Main
Fritch, Geo	Overland Freight Transfer Co 5th & King	Boldemann, A. C. & Co	Tillmann & Bendel327 Battery
Middleton, John	Raubinger Bros	EXPORTERS AND IMPORTERS.	West, Elliott & Gordon31 Sixth
Morton, Thomas	Rode, C. B. & Co	Abricqueta de Luis1 Union Sq., N. Y. City	GUNS AND AMMUNITION.
Gregon Coal & Navigation Co	Splegel Dray Co., The L Washingtoo	Wellman, Peck & Co	Bremer, O. A & Kearny
Rosenfeld's, John, Sons202 Sansome	Straues, K Battery	FIRE PROOFING.	Clabrough, Golcher & Co538 Murket Sbreve, G. W789 Market
Sen Francisco & Sen Joaquin Coal Co	Teele & Co	Western Expanded Metal & Fire Proof- ing Co	Shreve & Barber
Stafford, W. G. & Co	Western Transfer & Storage Co123 Front		HAIR DEALERS.
Watnwright & Easton121 Folsom	DRUGGISTS.	FIREWORKS. California Firs Works Co219 Front	Goldstein & Cohn
Wilson, J. C. & Co	Ayera, Edw. N	FISH DEALERS.	Strozynski, Stanialaus24 Geary
CODFISH DEALERS.	Bayley, E. P	Dryselius & Co	HARDWARE.
Union Fish Co34 California	Boerieke & Runyon231 Sutter Broemmel, J. G. B2501 California	FLORISTS.	Baker & Hamilton Pine
COMMISSION MERCHANTS.	Burnett, G. W8 Turk	Jacquemet, J. & Co	Bennett Bros
Armaby, J. K. & Co	Clough, Frank	McLellan Bros	Brown, Chas. & Son
Caffrey, John	El Monte Pharmacy	Slevers & Boland	Dunbam, Carrigan & Hayden Co 18 Beale
California Product Co124 California	Ferry Drug Co Market	Earl, D. W. & Co129 Crocker Bldg	Froelich, Christian302 Market
Christy & Wise Com. Co327 Sansome Cuttar & Moseley302 California	Fletchor, David MS.W. cor. Van Ness Ave. & Geary	FLOUR MILLS.	Oibbe, George W. Co
Daliman, L. & Co225 Clay	Oates, J. R. & Co	Deming, Palmer M. Co114 Sacramento	11s, J. O. & Co814 Kearny
		Hinz & Plagamann	Koba, L. H, N.W. cor. Polk & Bacramento
DaBernardi, D. & Co	Lainer, Rd. Drug Co	THE C I INCOMEDITION OF STREET	Lloyd-Scovel Iron Works159 Fremont Mangrum & Otter, Inc581 Market
DaBernardi, D. & Co	Lainer, Rd. Drug Co	Sperry Flour Co	
DaBernardi, D. & Co	Lainer, Rd. Drug Co	Sperry Flour Co	Marwedel, C. F
DeBernardi, D. & Co	Lanner, Rd. Drug Co	Sperry Flour Co	Marwedel, C. F
DeBernardi, D. & Co. .409 Front Detala, M. P. .218 California Dennicon, W. E. & Co. .205 Davie Dempater & Son .320 Sansome Dodge, Sweeney & Co. .114 Market Doyle, H. & Co. .511 Clay	Lainer, Rd. Drug Co. 639 McAllieter Langiev & Micbaele Co. 33 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBlernardi, D. & Co	Lainer, Rd. Drug Co 659 McAllister Langley & Michaele Co 34 First Leipnitz, G. & Co	Sperry Flour Co	Marwedel, C. F
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllister Langley & Michaele Co. 34 First Leippoltz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co. 469 Front Detala, M. P. 2.18 California Dennison, W. E. & Co. .205 Davie Dempater & Son. 320 Sansome Dodge, Sweeney & Co. .114 Market Doyle, H. & Co. .511 Clay Duffy, J. J. & Co. .204 Washington Eveleth-Nach Co. .422 Front Flaid Mercantile Co. .125 California Freitas, M. T. & Co. .325 Front Garcia & Maggini .100 Washington	Ladner, Rd. Drug Co. 539 McAllieter Langley & Micbaele Co. 33 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co. 469 Front Detala, M. P. 2.18 California Dennison, W. E. & Co. .205 Davie Dempater & Son. 320 Sansome Dodge, Sweeney & Co. .114 Market Doyle, H. & Co. .511 Clay Duffy, J. J. & Co. .204 Washington Eveleth-Nach Co. .422 Front Flaid Mercantile Co. .125 California Freitas, M. T. & Co. .325 Front Garcia & Maggini .100 Washington	Lainer, Rd. Drug Co. 639 McAllister Langley & Michaele Co. 34 First Leippoltz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co. 469 Front Detala, M. P. 2.18 California Dennison, W. E. & Co. .205 Davia Dempater & Son. .320 Sansome Dodge, Sweener & Co. .114 Market Dovity, H. & Co. .511 Clay Duffy, J. J. & Co. .304 Washington Eveleth-Nash Co. .422 Front Flaid Mercantile Co. .125 California Freitas, M. T. & Co. .325 Front Garcia & Maggini .100 Washington Getz Bros. & Co. .111 California Gray & Barbieri .209 Washington	Lainer, Rd. Drug Co. 539 McAllister Langley & Michaele Co. 34 First Leipnlitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 305 Market Mostord, Mosese. 506 Battery Moseford, Mosese. 3855, Mth Osborn Hardware & Tool Co. 414 Market Palace Hardware Co. 693 Market Philpott & Armetrong. 823 Market Rosekrans, H. & Co. 511 Bisth Taylor, Adams & Pritchard. 13 Market
DeBernardi, D. & Co. 469 Front Detala, M. P. 2.18 California Dennison, W. E. & Co. .205 Davie Dempater & Son. .20 Sansome Dodge, Sweeney & Co. .114 Market Doyle, H. & Co. .511 Clay Duffy, J. & Co. .304 Washington Eveleth-Nash Co. .422 Front Flaid Mercantile Co. .125 California Freitas, M. T. & Co. .325 Front Garcia & Maggini .100 Washington Gray & Barbieri .209 Washington Grimbeum, M. S. & Co. .112 Market Grimbeum, M. S. & Co. .144 L. 215 Front	Lainer, Rd. Drug Co. 639 McAllieter Langley & Michaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllister Langley & Michaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co. 469 Front Detais, M. P. 2.18 California Dennison, W. E. & Co. 2.05 Davie Dempater & Son. 2.20 Sansome Dodge, Sweeney & Co. 114 Market Doyle, H. & Co. 511 Clay Duffy, J. J. & Co. 304 Washington Freita, M. T. & Co. 222 Front Field Mercantile Co. 125 California Freita, M. T. & Co. 326 Front Garcia & Maggini. 100 Washington Getz Bros. & Co. 111 California Gray & Barbieri. 2.29 Washington Grimbeum, M. S. & Co. 142 Market Grimbeum, M. S. & Co. 118 Davis Haljbi, Fred B. 712 Front	Lainer, Rd. Drug Co. 639 McAllister Langley & Michaele Co. 38 First Leipplitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott Mission and Fremont Montague, W. W. & Co
DeBernardi, D. & Co	Lainer, Rd. Drug Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co. 469 Front Detala, M. P. 2.18 California Dennison, W. E. & Co. .205 Davie Dempater & Son. .20 Sansome Dodge, Sweeney & Co. .14 Market Doyle, H. & Co. .20 Sansome Duffy, J. J. & Co. .204 Washinkton Eveleth-Nach Co. .422 Front Flaid Mercantile Co. .25 California Freitas, M. T. & Co. .325 Front Garcia & Maggini .100 Washington Getz Bros. & Co. .11 California Grimb & Skelley Co. .12 Market Grimbaum, M. S. & Co. .14 Market Grimbaum, M. S. & Co. .13 Davie Halpit, Fred B. .12 Front Heakmann, H. & Co. .32 Davie Heckmann, H. & Co. .32 Davie Hilmer & Hredborf .36 California	Lainer, Rd. Drug Co	Sperty Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott Mission and Fremont Montague, W. W. & Co
DeBernard, D. & Co. 469 Front Detais, M. P. 2.18 California Dennison, W. E. & Co. 2.05 Davie Dempater & Son. 2.20 Sansome Dodge, Sweeney & Co. 114 Market Doyle, H. & Co. 511 Clay Durly, J. J. & Co. 504 Washington Eveleth-Nash Co. 422 Front Fisid Mercantile Co. 125 California Freitaa, M. T. & Co. 525 Front Garcia & Masgini. 100 Washington Getz Bros. & Co. 111 California Grimba & Skelley Co. 112 Market Guggenbime & Co. 118 Davis Halgbt, Fred B. 712 Front Heachmann, H. & Co. 400 Davis Hilmer & Bredboff 36 California	Lainer, Rd. Drug Co. 639 McAllieter Langley & Michaele Co. 34 First Leipnitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott Mission and Fremont Montague, W. W. & Co
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Michaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F
DeBernardi, D. & Co	Ladner, Rd. Drug Co. 639 McAllieter Langley & Michaele Co. 38 First Leipnitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montanya, J. De La Co. .899 Market Montanya, J. De La Co. .666 Estery Moseson, J. Bester, State .8385, 14th Osborn Hardware & Tool Co. .614 Market Palace Hardware Co. .693 Market Philpott & Armetrong .823 Market Rosesrans, H. & Co. .511 Bisth Taylor, Adams & Pritchard .13 Market UARNESS AND SADDLERRY, Johnson, J. C. & Co. .400 Market Lastufka Bros .1822 Market HATTERS, Collins & Co. .1016 Market Collins & Co. .1018 Market Flaher & Co. .18 Montgomery Flesher & Co. .18 Montgomery Hink, Jaccicke & Co. .28 Second
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Michaele Co. 38 First Leipnitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Micbaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 309 Market Montanya, J. De La Co. .666 Estery Mossor A. .885, Mtn Osborn Hardware & Tool Co. .414 Market Palace Hardware Co. .63 Market Philpott & Armetrong .823 Market Rosesrana, H. & Co. .511 Bista Taylor, Adams & Pritchard .11 Market HARNESS AND SADDLERTY. Johnson, J. C. & Co. .60 Market Lastutka Bros .1822 Market HATTEHS. Collina & Co. .130 Kearny Fisher & Co. .180 Kearny Hink, Jeenicke & Co. .35 Second Kline, Louis & Co. .166 Buah Lundstrom, K. A. .66 Kearny
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Micbaele Co. 38 First Leipnitz, G. & Co	Sperry Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 309 Market Montanya, J. De La Co. .666 Estery Mossor A. .885, Mtn Osborn Hardware & Tool Co. .414 Market Palace Hardware Co. .63 Market Philpott & Armetrong .823 Market Rosesrana, H. & Co. .511 Bista Taylor, Adams & Pritchard .11 Market HARNESS AND SADDLERTY. Johnson, J. C. & Co. .60 Market Lastutka Bros .1822 Market HATTEHS. Collina & Co. .130 Kearny Fisher & Co. .180 Kearny Hink, Jeenicke & Co. .35 Second Kline, Louis & Co. .166 Buah Lundstrom, K. A. .66 Kearny
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Micbaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 309 Market Montanya, J. De La Co. .666 Estery Mossor A. .885, Mtn Osborn Hardware & Tool Co. .414 Market Palace Hardware Co. .63 Market Philpott & Armetrong .823 Market Rosesrana, H. & Co. .511 Bista Taylor, Adams & Pritchard .11 Market HARNESS AND SADDLERTY. Johnson, J. C. & Co. .60 Market Lastutka Bros .1822 Market HATTEHS. Collina & Co. .130 Kearny Fisher & Co. .180 Kearny Hink, Jeenicke & Co. .35 Second Kline, Louis & Co. .166 Buah Lundstrom, K. A. .66 Kearny
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Micbaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 309 Market Montanya, J. De La Co. .666 Estery Mossor A. .885, Mtn Osborn Hardware & Tool Co. .414 Market Palace Hardware Co. .63 Market Philpott & Armetrong .823 Market Rosesrana, H. & Co. .511 Bista Taylor, Adams & Pritchard .11 Market HARNESS AND SADDLERTY. Johnson, J. C. & Co. .60 Market Lastutka Bros .1822 Market HATTEHS. Collina & Co. .130 Kearny Fisher & Co. .180 Kearny Hink, Jeenicke & Co. .35 Second Kline, Louis & Co. .166 Buah Lundstrom, K. A. .66 Kearny
DeBernardi, D. & Co	Lainer, Rd. Drug Co. 639 McAllieter Langley & Micbaele Co. 38 First Leipnitz, G. & Co	Sperty Flour Co	Marwedel, C. F. 58 First Miller, Slosse & Scott. Mission and Fremont Montague, W. W. & Co. 309 Market Montanya, J. De La Co. .666 Estery Mossor A. .885, Mtn Osborn Hardware & Tool Co. .414 Market Palace Hardware Co. .63 Market Philpott & Armetrong .823 Market Rosesrana, H. & Co. .511 Bista Taylor, Adams & Pritchard .11 Market HARNESS AND SADDLERTY. Johnson, J. C. & Co. .60 Market Lastutka Bros .1822 Market HATTEHS. Collina & Co. .130 Kearny Fisher & Co. .180 Kearny Hink, Jeenicke & Co. .35 Second Kline, Louis & Co. .166 Buah Lundstrom, K. A. .66 Kearny

HAY AND GRAIN DEALERS.	LADIES' FURNISHING GOODS.	MEN'S FURNISHING GOODS.	PAINTS AND OILS.
Anspacher Bros	Davis, Schonwasser & Co	Atkins, R. C. & Sons123 Montgomery	Bass-Hoeter Pant Co
Ellis, H. C. & Co	Megnin & Co	Beamish, P Montgomery	Magner Bros. 122 Front Nason, R. N. & Co 15 Front
Mever, AlbertZivi Geary	Rosenthal, S. & Co	Berman, O	Whittier-Coburn Co
Moore, Fergurson & Co310 California Morrow, Geo. & Co303 California	LADIES' TAILORS.	Bullock & Jones Co	PAINTERS AND PAPER HANGERS.
Peters & Cowie	Flamm, G1435 Polk	Cluett, Peabody & Co Battery	Description No. 10 and
Somers & Co	Frances, M	Goldstone Bros	Bradley & Son
Vermell, J. LSeventh and Brannan	Lowenthal & Co	Hansen & ElrickMarket & Third Hart, M	Bradley & Son. 12 M st.ou Dwyer, L. J. 40 New Mentgomery Fraser, John P. Me Stockton Gercke & Weber 77 Larkin Hartmann Pant Co. 219 Therd Rienecker, Chas. 228 Sekton
HEATING AND VENTILATING. Royal Heating Co., Inc210 Mason	LAMP8.	Lewison, J. L. & Co	Hartmann Pa at Co. 219 Th ed
	Boesch Lamp Co	bfeyeratein Co	Rienecker, Chas
HORSE SHOEING.	LAUNDRIES.	Schoenfeld, Adolph	Schnee, Gustave
Odea Martin126 Geary	Electric Laundry Co	Wehater, Jas. S. & Sons	St. Denis, J. & Co
HOTELS.	La Grande Laundry	MERCHANT TAILORS.	Swan, J. S
California HotelBush, near Kearny Colonial HotelPine & Jones	St. Nicholas Laundry Co3065 Seventeenth	Bliss, Charles	PAPER BOXES.
Gallegher, John PLangham Hotel	U. S. Laundry Association Sill Sixteenth	Block & Georges	Pacific Pold. P. B. Factory14 Fremont
Glaze & Trewella	LAUNDRY MACHINERY.	Growall, W. L. CoCrocker Bldg.	PAPER AND PAPER BAG
Hotel Bella Vieta	Troy Laundry Machinery Co583 Mission	Lemos, Leon	MANUFACTURERS.
Gccidental HotelMontgomery	LAW BOOK PUBLISHERS.	Lyone, Charles	Crown Paper Co
Stewart, M. & C	Bancroft-Whitney Co438 Montgomery	Reid, John	Union Bag & Paper Co
Turpin, F. L., The Royal		1835 Fillmore	PAPER PATTERNS.
HOUSEHOLD UTENSILS.	LEAF TOBACCO DEALERS.	Smith, J	Butterick Publishing Co., Ltd., The., 201 Post
Wiester & Co 22 Second	Conradi & Goldberg710 Montgomery Kohlberg & Co526 Washington	METAL WORKS,	PATENT DOOR OPENERS AND
ICE DEALERS.	London, H540 Washington	Finn, John Metal Worka318 Howard	CLOSERS,
Consumers' Ice Co	LEATHER AND LEATHER GOODS	New England Novelty & Metal Who.116 Second	Rischmuller, Geo 2449 Nigeteenth
Union Ice Co	DEALERS.	Pacific Metal Works	PHARMACECTICAL PREPARATIONS.
INSURANCE.	Brown & Adams		California Fig Syrup Co392 Church
Abpel & Bruckman	Frank, S. H. & Co	MICROSCOPES AND BIOLOGICAL SUPPLIES.	Gordin-Gladya Co
Alliance Assurance Co416 California Begge & Stovel411 California	Klopper & Dulfer	Pacific Micro Materials Co432 Montgomery	Worden, Clicton E & Co214 Townsend
Bertheau, Cesar	Kulimen, Sals & Co		PHOTOGRAPHERS.
Com'l Union Assurance Co415 California	**************************************	MILK AND CREAM.	Sewell, Daniel
Cralg, Hugh	LIGHT AND POWER COMPANIES.	Cal. Milk Producers' Assu	Taber Photo Co
Dornin, Geo. D		Jersey Parm Co	PHOTO ENGRAVERS.
Fidelity & Czeualty CoMutual Life Bldg	LIME AND CEMENT.	S. F. Cream Depot1929 Mission	Bolton & Strong
Fidelity & Deposit Co. of Maryland	Cowell, Henry & Co	MILLINERY.	16 Union Eq. Av
Forhes, A. B. & SonMutual Life Bldg Grant, Geo. F	LITHOGRAPHERS.	Coughlan, Jas	PHOTOGRAPHIC SUPPLIES.
Gutte & Frank 10t California	California Lithograph Co	Hinz & Landt	Pacon, Wm. O
Hernid, Rudolph, Jr	Posqui Printing & Engraving Co. 823 Clay Britton & Rey	Muller & Raas Co	Kirk, Geary & Co
Landers, William J	Mutual Lahel & Litho Co23 Main Union Lithograph Co225 Sansome	Spencer & Mitau	PICKLE MANUFACTURERS.
Liverpool & London & Globe Ins. Co., The		MILLWRIGHTS.	Fisher Packing Co
Manheim, Dibhern & Co317 Sansome Milwaukee Mechanice' Inc. Co410 California	LIVERY STABLES.		Loeffer John 422 Fifth Pacific Vinegar & Pickle Works 122 Davis
Nathan & Kingston	Clemene, C. J	Dibert Bros. Mtg. Co225 Mission	
New Zealand Ins. Co	McCord, Alex & Co221 Ellis	MINERAL WATERS.	PLANING MILLS.
Norwich, Union Fire Inc. Society.314 Celifornia Pacific Mutual Life Inc. Co. of California	LOAN OFFICES.	Ergers Chan & Co	Hansen, A
Montgomery and Secrements	Oppenheim, J. S	Mt. Shasta Mineral Spring Co642 Howard	Young, JamesBeale & Mission
Pacific Surety Co	LUMBER DEALERS.	MIXERS' AND ASSAYERS' SUPPLIES.	PLUMBERS.
Phonix Mutual Life Ins. Co	Albion Lumber CoFifth & Hooper		Forsyth, W. C
Potter, Edward E	Caspar Lumber Co	Taylor, John & Co	Hufschmidt, Henry 523 Golden Gate Av Ickelbeimer, S. & Bro
Shields, A. M	Doe, Ches F. & Co	MINING COMPANIES.	Murray Bres
Terry, Jos. T	Gray's Harbor Commercial Co 237 California		Schanz & Grundy
Turner, Geo. W315 Safe Deposit Bldg Vose, Conrad & Co	Haywood, Franklin	Bourn W B401 California Bouvier, Alfred	PORK PACKERS AND PROVISION
Walter, L. P. F	Hooper, C A. & Co	MISCELLANEOUS FIRMS.	DEALERS.
Watt, Rolla VPine & Sansome			Armour Packing Co
IRON WORKS.	Morrison Lumber Co		Heineman & Stern
California Iron Yard	Pope & Talbot	MUNICIPAL ENGINEERS.	South Blum & Co
Vulcan Iron Works	S. F. Lumber CoThird & Porry	Ridley, A. E. Brooke 598-99 Parrott Bldg	Western Meat CoSixth and Townsend Wilfert Bros
JAPANESE PRODUCTS AND FANCY	Truckee L. Co. of S. F 2 California	MUSH MANUFACTURERS.	
Goods.	Wigmore John & Sons Co	Robbins, H. R	POULTRY AND DAIRY PRODUCE.
Marsh, O. T. & Co			Fodera A
Solomon, C., Jr	MACARONI MANUFACTURERS.	MUSICAL INSTRUMENT DEALERS.	POWDER WORKS.
JAPANESE AND AMERICAN SILKS.	Celifornia Italien Paste Co347 Sacramento	Curtar Benj. & Son	The California Powder Works 330 Market
Brett, J. & Co	MACHINERY AND ENGINEERS'	Kohler & Chase	PRESS CLIPPINGS.
JAPANESE AND CHINESE SILKS.	Brownell, Jas. 8	Manzy Byron	Allen's Press Clipping Bureau. 513 Mont'y
Hart, B	California Tool Works141 Beale	Sherman, Clay & Co	PRINTERS.
Mondelson Bros	Cyclope Iron Worke	MUSTARD MANUFACTURERS.	Commercial Publishing Co 24 California
JEWELERS.	Evane, C. H. & Co	Burr, C. C. & Co	Cubery & Co
Baldwin Jewelry Co844 Market	Martin Pipe & Foundry Co. 33 New Montg'v	VECKWEAR MANUFACTURERS.	Frank & Co 50 Clay
Brittain & Co	Moore, Chas. C. & Co 32 First	Heineman, H. M109 Sansome	
Eisenberg, A. & Co	Oriental Gas Engine Works	OILS.	Monaban, John & Co412 Commercial
Greenzweig, George & Co	Parke & Lacy Co	Aretic Oil Works	MUCK, R S. A. Co S. MINNOG
Hall, A. I. & Son	Ralston from Works	Standard Oil Co	Mysell-Rollins Co. The
London Diamond Co35 New Montgomery Lundberg & Lee	The Compressed Air Machinery Co 11 First		
Nordman Bros	Union Iron Works222 Market	OPTICIANS.	Philips, Smyth & Van O-2 n . 5 5 Clay Roberts John W Sutter
Radke & Co118 Sutter	MATUFACTURERS' AGENTS.	Rerteling Optical Co	
Rothschild & Hadenfeldt207 Sutter Schumacher & Co	Eberhard Co The Geo. F 12 Drumm	California Ontical Co	Starley-Taylor Co. The 424 Sansome
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8. F. Dizmond Honse225 Sutter	Middleton, Poett & Co123 California	OYSTER DEALERS.	PRINTERS' INK.
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Armer & Weinshenk	MATCH MANUFACTURERS.	Alasta Pachers' Americation308 Market	Crocker Fatate Co
KNITTED GOODS.	Metropolitan Match Co Front		Hancook, R. J 978 Brodemick
Gautner & Mattern	MATTRESSES AND UPHOLSTERY.	Sorosis Fruit Co	Hewes D
rases, J. J. anitching Co	Denicos, W. A New Montgomery	SOLOGIE CITEL CO	

Golden Gate Woolen Mfg. Co 535 Market

UNDERTAKERS.

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Marys, Oco. T., Jr	SEEDS AND PRODUCE.	STOVE AND IRON FOUNDRIES.	United Undertakers' Association27 Fifth Valente, Marini & Co1524 Stockton	
Welle, W. H	Volkman, Chas, M. & Co408 Front	Stelger & Kerr	UNIFORMS AND REGALIA.	
PUMPING MACHINERY.	SEWER PIPE AND TERRA COTTA.	Schieck, John C	Pasquale, B. & SonsSutter & Grant Ave Petubone Bros. Mfg. Co., The Eddy	
Dow. Geo. E. Pumping Engine Co149 First Jackson, Byron Machine Works411 Market		SUGAR.	VINEGAR MANUFACTURERS.	
RABBITRIES.	Steiger Terra Cotta & Pottery Works		Consumers' Y. & V. Works404 Battary	
Bentham, W. C1832 Marks		SURGICAL INSTRUMENTS. Folkers, J. H. A. & Bro	WAGON & CARRIAGE MATERIALS.	
REAL ESTATE DEALERS.	Evans, J. W	Hoppe & Robinson404 Sutter	Holt Bros. Co	
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Baldwin, O. D. & Son22 Montgomery Bresse, O. L. & Co	Smith Francis & Co. 92 Frament	syrups.	Clark, O. W. & Co	
Buckingham, A. E	AVIAN DULL DED	Long Syrup Refining CoEighth & Brannan Pacific Coast Syrup Co712 Sansome	Quadt, John	
Center & Spader	Hay & Wright		WAREHOUSES.	
Easton, Eldridge & Co	Whelen, John A. & Bro250 Spear	WOOLENS.	Danforth Warehouse Co., Inc723 Battery Grangers' Business Association109 California	
Gieelman, William, Truetee120 Phelan Bldg Hendrickson, William & Co	The sea of the season of the s	Beumgarten, J. & Co	Hasiett Warehonse Co., The206 California Lemman Bros	
Heyman, Jacob & Son	I Lowie Anderson & Co 74 Kinst	Unitagner, P. Fl. & Co Market	WELL BORERS,	
Hooksr & Lent	SHIPPING AND COMMISSION.	Reise Bros. & Co	Lows, J. W	
Magee, Thos. & Sons	Chapman, W. B	Hilp, Henry	WINES AND LIQUORS.	
McElroy, R. D	Dieckmann & Co	TANNERS.	Adame, Chas. L	
Patterson, Geo. W. H. & Co11 City Hall Sq. Pforr, John	Johnson-Locke Mercantile Co123 California Knudsen, C. N. & Co122 Davis		Berges & Domeniconi	
Rich, A. J. & Co	Lund, Henry & Co	Legalist-Hellwig Tanning Co401 Front Norton Tanning Co	Buneman, H	
Smith, Julien	McNear, O. W	TANNING EXTRACTS.	California Wine Association	
Thistleton, Gen. & CoOcean View Umbeen, G. H. & Co	Newhall, H. M. & Co	California Tanning Extract Co 218 California	Chauche & Bon 17 First Chevalier, F. & Co 16 Beals Crown Distilleries Co 100 Front	
Von Rhein Beal Estate Co., Inc513 California RECREATION GROUNDS.	Pike. Cham. W. & Co124 California	TEAS, COFFEES AND SPICES.	Friedman Paul 212 Betvenson	
Herman, RHerhor View Park		Brandenstein, M. J. & Co116 Market Burmester, Henry W114 Market	Gundlach-Bundschn Wine Co., The Market & 24	
REFINERS.	Ulriche, J. F	Castle Bros	Hey, Orauerhole & Co	
Selby Emelting & Lead Wke416 Montgomery		Folger, J. A. & Co	Holtum, Ferdinand	
RESTAURANTS. Bay State Restaurant	Chrestoffersen & Tway420 Beale	Hills Bros	Jones, Mundy & Co120 Front	
Berges, John	SHIRT MANUFACTURERS.	Jones-Paddock Co	Korhel, F. & Bros	
Breuse, M. A	Lautermilch, The L. Shirt Mrg. Co 128 Bush	Schilling, A. & Co	Leuenberger, E. & Co. 14174 Folsom Levingston, M. A. 693 McAllister Livingston & Co. 206 Devia	
Cheoin, I	Carleon-Currier Co	Tyler, S. H. & Son	Lunden, John 506 Washington	
Fischer, E. A	Nonotuck Ellk Co535 Market	COMPANIES.	Lyons, E. G. Co., The	
Outseit & Malfanti	Heininger, C. P. & Co	Pacific States Telephone and Telegraph Co., The	McLeod & Haije	
Loupy, Noel P	30/AI to IADDOM MANOR MOTOR COMPANY	TENTS AND AWNINGS.	Mehne & Mohne, Inc	
Peterson, P	Fischheck & Olootz807 Sacramento Lille, CharlesN.W. cor. Bay & Wabster	Amee & Harris, Inc	Much & Lynch	
Priet, P. & Co	Newell & Bro	THEATRES.	Naher, Alfe & Brune	
Swain, Frank A	Becht, G. J. Co	Belasco, FredAlcasar Theatre	Pike, B. D. & Co	
Westerfeld, P. & Co	BODA WAIER STANDFACTORERS.	Friedlender, S. H. & CoCalifornia Theatre Walter Orpheum Co	Rayal Eagle Distilleries Co501 Market Samuel Bros. & Co	
Zinkand, Chas. A	Belfast Cinger Ale CoUnion & Octavia SPICES AND FLAVORING EXTRACTS.	TINNERS' & PLUMBERS' SUPPLIES.	Schilling, C. & Co	
RIGGERS. Servent & Rice	Rieger, Paul & Co	Tay, Geo. H. Co	Schultz, Wm. A. & Sons	
RURRER GOODS.	SPONGES AND CRAMOIS.	California Title Inc. and T. CoMille Bldg	Spruance-Stanley Co	
Boet. Way. Hose & Rubber Co Fremont Goodyear Bubber Co	SPORTING GOODS.	TOWEL COMPANIES.	Teuesig, Louis & Co	
O. P. and Bubber Mig. Co., The 80 Fremant Morgan & Wright 305 Larkin N. Y. Belting & Packing Co 509 Market	St. German Dittard Committee	S. F. Towel Co., The	Wetmore, Bowen & Co	
Winslow, C. R. & Co44 Becond	Making & Co. 506 Market	SW cor. New Montgomery & Mission THANSFER COMPANIES.	Wilmerding-Loews Co	
SAFES. Hall's Sefe & Lock Works	Sellschopp, W. & Co118 Stockton STARCH MANUFACTURERS.	Marton Special Delivery Co408 Taylor	WIRE AND WIRE ROPE. American Steel & Wire Co10 Pins	
Hermann Safe Co	Everding, J. & Co48 Clay	Pacific Transfer Co	Roebling's, John A. Sons Co25 Fremont	
SAW WORKS.	STATIONERS AND PAPER DEALERS. Blake, Momtt & Towns	Welle Fargo & Co's Exp3d & Mission	WOOD DEALERS.	
California Sew Works	Ronestell & Co401 Sensome	TRUNKS. Hirsch0elder & Meaney14 Sutter	Bender BroeThird-st. Wharf Devoto & Pedrini1230 Bettery	
SCHOOL AND KINDERGARTEN SUPPLIES.	Heynemana, Milton412 Montgomery	Melm, C. A. & Co220 Bush	Iverson Trading Co., The N155 Berry	
Bradley, Milton Co122 McAllister	Zellerbach, A. & Sons	TRUSSES AND ELECTRIC BELTS. Pacific Electric Belt & Trues Co1170 Market	WOOD MANTEL MANUFACTURERS, Bush & Mallett Co	
SCOTCH TWEEDS. Craig Bros	McCarty, Louis P2524 Clay	TURKISH BATHS.	WOOD AND WILLOW WARE.	
SCREENING AND TRANSPORTATION OF COAL.	STEAMSHIP AND TRANSPORTATION COMPANIES.	Burne, Edw. F	Unna. Harry Co., The	
Excelsior Coal & Screening Co 5 Spear	Cook, Thos. & Co	Greenhood, L. H	WOOL.	
SCREEN WORKS. Quick, John W	Occidental & Oriental Steamship Co	TYPEWRITERS AND SUPPLIES. Alexander, L. & M. & Co110 Montgomery	Denigan, Thos., Son & Co	
SEARCHERS OF RECORDS.	Pacific Coast Steemship Co	Bornemann, Gen. C. & Co	Komhland, S. & Co	
Simpson & Millar		Standard Typewriter Ex207 Montgomery United Typewriter & Supply Co227 Montg'y Wycknff, Scamans & Benedict.211 Montgomery	Wollner, JacobFifth & Bluxome	
SEC'Y. ACADEMY OF SCIENCES.	STEVEDORES.	UNDERTAKERS.	WOOLEN MANUFACTURERS.	



REVIEW

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SAN FRANCISCO, CAL., MAY, 1901.

No. 57.

GREETING TO THE PRESIDENT OF THE UNITED STATES

Mere words cannot adequately express California's boundless greeting to the President of the United States. Distant three thousand miles from the national capital, California has had the rare privilege but twice during the half century of her statehood to welcome the nation's chief magistrate.

The generous devotion of California to the Union is proverbial. Her admission to the galaxy of States was heralded by a fabulous production of gold that has since poured in an almost endless stream of \$1,350,000,000 into the general circulation of the entire country. Not only her precious mines and fertile soil have added marvelous wealth to the Republic,

but a vast territory of inexhaustible resources has been opened to the highest development of American energy and enterprise.

A few figures will portray more forcibly than any description the exceptional productive capacity of this Golden State. In a total area of 100,000,000 acres, 20,000,000 acres are adapted to the growth of nearly every known product on earth. Statistics show an annual output of \$17,000,000 in gold, and \$7,000,000 in other precious metals, an annual production of \$40,000,000 in grain, \$15,000,-000 in fruit, \$7,000,000 in wine, and rap-

idly growing developments in oil, lumber, borax, granite, sugar, wool, olives, and many other products,-aggregating a total annual production of not less than \$100,000,000.

What shall be the future of a commonwealth already possessed of such wonderful resources? A population greater than twice that of the Empire State could readily be sustained in comparative comfort without crowding the present meagre total of 1,500,000 souls. The future possibilities of such a favored land, with a coast-line of 1028 miles along its entire length, may well claim and deserve the most considerate attention and recognition from the present national administratiou.

San Francisco, the metropolis of the Pacific Coast, extends heartfelt greeting to the President of the United

States. On the historic site of this peninsula, one hundred and twenty-five years ago, the Franciscan fathers established a Mission, while our forefathers were fighting the battles of American independence. Here it was, seventy years later, that the courageous pioneers built the original Yerba Buena. Here has grown from a sparse settlement of two hundred inhabitants, in 1846, a cosmopolitan community of 350,000 souls. From a mining hamlet, fifty years ago, has arisen a representative American city with \$400,000,000 in taxable property and \$120,000,000 in its savings banks,—the third port among all the cities of the Union in commercial importance.

This auspicious visit of the President of the United States and the distinguished members of his Cabinet is not for the mere glory of a reception by their patriotic fellow citizens. The exalted statesmanship that has proved the forerunner of prosperity throughout our beloved country will not be contented with the exuberance of a cordial welcome. The wants of our State and city as leading factors in the commercial supremacy of the Union will be carefully noted and should be justly recognized.

This port collects for the national treasury six hundred thousand dollars a

mouth, or an average of \$7,000,000 annually. No section of the Republic has sought or received less in return. Although the Golden Gate leads to a matchless harbor, second to none on earth, the Federal government has done proportionately very little to improve this haven for the world's commerce. The opening of our commercial intercourse with the Orient and our newly acquired possessions in the Pacific, -made possible by the consummate entry of Admiral Dewey into Manila Bay on that eventful May morning just three years ago, -makes it incumbent upon the national government to seal the work of destiny by fostering fleet ocean carriers across the Pacific, by constructing a direct cable line to the Orient, and by otherwise contributing toward the upbuilding of this commonwealth.





BOARD OF DIRECTORS' PROCEEDINGS

IMPORTANT SUBJECTS ACTED UPON.

[Note.—The limited columns of the "Review" will not permit a full account of all the proceedings of our Board of Directors during the past month. A summary of the important matters acted upon is here presented .- EDITOR.]

Directors' Meetings and Conferences.

During the past month there have been a number of meetings and conferences of the

Board of Directors. Regular meetings of the Board have taken place each week for the consideration of current matters of importance. Besides these regular meetings of the entire Board of Directors, there have been conferences held by the Standing Committees on Public Affairs, Publicity and Promotion and Trade It is very gratifying to report the prompt attendance at these meetings of all Directors who are not absent from the city.

Street Sweeping Specifications.

As is customary with the Association, the specifications for cleaning the public streets were

prepared and adopted by the Board of Directors and forwarded to the Board of Public Works. These specifications provide for a number of improvements in street aweeping and sprinkling. As circumstances permit, the sprinkling will be extended, especially in the Mission district. It is hoped that through these improvements in the street sweeping and sprinkling specifications, greater efficiency and more general satisfaction will be secured.

Repavement of Streets.

The plan of the Association for the repavement of accepted streets upon the installment plan, was

again submitted to the Board of Public Works and has been recommended to the Supervisors for incorporation in the annual budget. This plan provides that \$125,000 be expended each year for a period of four years for the repavement of all streets that are io need of this improvement. Through this plan, all public streets, especially in the business portion of the city, will receive attention and those most in need of repavement will be first improved. As a consequence the general repavement of accepted streets throughout the city that are in unsatisfactory condition will be completed within a period of four years. It is sincerely to be hoped that the plan will receive the approval of the Board of Supervisors.

Underground Electric Wires.

About two years ago, through the efforts of the Merchants' Association, an ordinance was

passed by the Board of Supervisors requiring the removal of all poles and wires from four districts in the city within three years. The various electrical companies in the city agreed to abide by this ordinance and have complied, so far as in their power, with its provisions. Unfortunately, the city has not provided sufficient funds for the removal of its fire alarm and police telegraph wires. In order that these city wires may be removed without further dclay, so that the poles may also be removed, a communication has been sent to the Finance Committee of the Board of Supervisors, recommending that a sufficient appropriation be included in the next tax levy to enable the Department of Electricity to effect the removal of the city's This will result in earrying out the ordinance and the abolition of the poles and wires that now disfigure the main thoroughfares of San Francisco.

to Manila.

The advantages of a direct steam-Steamship Line ship line to Manila have been apparent to the Board of Direc-

tors. The Standing Committee on Trade and Finance has had this matter under advisement. After holding a number of conferences with representatives of the other commercial organizations of the city, it was decided to send a delegation of prominent merchants to Washington to secure the favorable endorsement of the Federal Government. Recent advices from Washington indicate that the efforts of this delegation have been in a measure successful, and the early establishment of such a direct steamship line is confidently expected.

Street Advertising Signs.

The Board of Supervisors requested the Association to make recommendations upon its pro-

posed resolution to rescind all privileges granted for the erection of signs and transparencies on the public streets. The intention of this resolution was to free the streets from every description of sign and transparency. Believing that such a sweeping resolution would work an unnecessary hardship and that the privilege of using street signs could be legitimately restricted without injury to the public welfare, the Board of Directors investigated the subject thoroughly and recommended a suitable ordinance for adoption by the Board of Supervisors. After a number of conferences with the Street Committee of the Board of Supervisors and business houses, this ordinance was satisfactorily perfected and has been adopted by the city authorities. Although the enforcement of this ordinance will free the public streets of all objectionable disfigurements in the way of advertising signs, it will, at the same time, permit such signs as will not obstruct the thoroughfares or mar the appearance of the streets.

Election Booth Buildings.

The obsolete election booth buildings, that have disfigured the streets during election time, have

excited considerable unfavorable comment. Believing that San Francisco should be up-to-date in this matter, our Board of Directors has called the attention of the Board of Election Commissioners to the modern steel election booths that are now in use in many of the leading cities of the United States. Considering the cost of the frequent erection and tearing down of the present wooden election booth buildings and their unsatisfactory service, it was found that it would in the end pay our city handsomely to procure modern election hooth buildings. The Board of Election Commissioners have given this matter their consideration and estimates for the construction of these improved booth huildings are now invited. Not only will this improvement be desirable from aesthetic and financial points of view, but the steel booth buildings can be placed and removed promptly, thereby avoiding the long obstructions in the public streets resulting from the present wooden buildings.

The ratification of the recent Merchants' Claims Constitutional Amendment Against the City. permitting cities to pay legiti-

mate claims of merchants and others of previous years removed the legal barrier to the payment of these just claims against San Francisco. As there will remain at the close of this fiscal year ending June 30, 1901, a considerable surplus estimated at \$480,000, our Board of Directors has earnestly appealed to the Board of Supervisors to pay out of this surplus all the just and legal claims of merchants and others for goods sold to and labor performed for the municipality.

Carnegie Library Building.

The philanthropic action of Andrew Carnegie in constructing public Library buildings

in various cities of America and Europe has prompted our Board of Directors to make endeavors for securing such an appropriate contribution to San Francisco. Owing to the present inadequate accommodations of the public library of San Francisco, a new structure is very much needed. The Committee on Public Affairs has conferred with his Honor, the Mayor, and the Library Trustees to consummate this commendable work. Communications have already been officially forwarded by the Mayor and the Library Trustees to Mr. Andrew Carnegie. This movement on the part of the city authorities will have the cooperation of the Merchants' Association.

Requests of Members.

Members should not fail to make their wants and suggestions known to the Board of Directors,

Every question will receive appropriate attention, and action taken whenever required.

Street Parade Appliances.

The appliances for restraining crowds during street parades, as adopted by our Board of Direct-

ors and more fully explained in the last issue of the REVIEW, are now in process of construction. When completed and in operation, the poles will run on Market street from the Ferries to Van Ness Avenue. The entire appliance will be ready for use during the The entire appliance will be ready for use during the parades incident to the visit of the I'resident to San Francisco. The Association will then present this entire appliance to the Police Department of the city for future use upon occasions of all large parades.

Issuance of Municipal Bonds.

As the recent decision of the Supreme Court has declared the proposed bonds invalid,

the Board of Directors has decided to take under consideration the advisability of securing the future issuance of municipal bonds under the Charter for public improvements. The necessity of new school buildings, a perfected sewer system, a modern Hospital and Pest House are so manifest as to require urgent action. Our Board of Directors will carefully consider each of these projects, as well as the extension of the park area of the city, with a view of deciding upon the best plan for securing these desirable improvements.

Reception to the President.

The Directors and officers of the Association have en-operated with President Dohr-

mann in his arduous efforts, as Chairman of the Finance Committee, to raise the necessary funds for a suitable reception. It is gratifying to report that the citizens of San Francisco are responding generously to the appeal for subscriptions, and that the necessary amount of about \$30,000 will be collected. This will enable the various Committees to carry out their respective plans.

Nominating Committee Constitution of the As-For Next Board.

In accordance with the sociation, the Board of

Directors is elected annually at the yearly meeting of the Association in May, and a Nominating Committee is selected one month in advance. The Nominating Committee this year consists of Messrs, Manfred S. Kohlberg of Kohlberg, Strauss & Frohman, Daniel V. Kelly of Kelly & Liebes, A. Schilling of A. Schilling & Co., Henry Michaels of Langley-Michaels Co., Frank A. Vail of Sanborn, Vail & Co., Spencer Buckbee of Shainwald-Buckbee Co., and Isaac Upham of Payot, Upham & Co. This Nominating Committee has held several sessions and will shortly announce the nominations for Directors to be voted upon at the Annual Meeting. An official notice of the action of the Nominating Committee will be duly forwarded to each member of the Association.

10,000 Copies of the "Review." Owing to the increased demand for the "REVIEW" and the satisfactory results

from this monthly publication, the Board of Directors has increased its circulation from 5,000 to 10,000 copies each month. This will double the circulation of the paper and extend its influence largely. Should any member desire copies forwarded to his friends in this city or elsewhere, a request to this effect addressed to the office of the Association will receive prompt attention and copies will be forwarded without any

Applications for Membership.

Twenty-four applications for membership in the Association were received and favor-

ably acted upon by the Board of Directors during the past month. This makes the total number of members 1,295, as published upon the four pages of the REVIEW. Continued efforts will be made to in-duce every merchant in San Francisco to become a member of the Association.

MUNICIPAL AFFAIRS IN SAN FRANCISCO.

FIRST FISCAL YEAR UNDER THE NEW CHARTER.

By J. RICHARD FREUD,

Prepared at the Request of the National Municipal League for the Annual Meeting of the League at Rochester, New York,
May 8, 9 and 10, 1901.

The end of next month closes the first fiscal year under the new Charter of San Francisco. A fair survey of the first year's work may now be taken. A balance in the municipal ledger account may be struck. A brief review of the initial working of the new organic law will give some estimate of its future operation.

A MUNICIPAL TRANSFORMATION.

During the past year the municipal government of San Francisco has undergone a complete revolution. From the obsolete Consolidation Act, created in 1856, to the Freeholders' Charter of 1900 marks a radical transformation. The former Legislative statute dominated the municipality for nearly a half century. It had become intimately interwoven and solidly imbedded in the civic fabric.

THE NEW CHARTER.

A Freeholders' Charter in California is the essence of municipal sovereignity. Home-rule for cities was firmly recognized and promulgated in the State Constitution adopted in 1879. Subsequent Constitutional amendments have so extended this principle as to enable communities to govern and regulate their own affairs. After four ineffectual attempts, San Francisco at last secured an organic law that granted municipal independence.

A CLASH OF THE OLD AND NEW.

The road of progress in San Francisco, as everywhere else, confirms the truism that the old never yields to the new without a struggle. Long established policies of government and forms of administration will not readily succumb. Conditions that have saturated the municipal fibre for many years can hardly be expected to yield instantly or voluntarily. Obstinate and defiant, the powers that swayed the government of San Francisco for decades sought to thwart the introduction of the new organic law.

THE CHARTER IS VALID.

The first line of attack was to break down the entire Charter through the iustrumentality of the courts. At the very outset, a suit was brought to test the constitutionality of the Charter as a whole. After elaborate arguments, the Superior Court of this City and the Supreme Court of the State decided that the Charter of San Francisco was prepared, ratified and approved in accordance with the Constitution of California. As a whole its constitutionality and validity were thus firmly established.

ATTACKS BY PIECEMEAL.

Failing in their determination to destroy the entire Charter, its opponents then decided to break it to pieces. From various sides, unsupported charges were hurled against the operation of the new law. By indiscriminate abuse, it was sought to discredit the instrument. Unavoidable errors were magnified into appalling blunders. The difficulties inseparable from the inauguration of any new organic act were exaggrated into insurmountable obstacles.

THE FIRST ADMINISTRATION.

Confronted with such fierce antagonism, the first administration under the new Charter has had an arduous and trying task. Under the most tavorable circumstances, it would require a high degree of political sagacity to put into effect an organic law without considerable friction. Thirty-two commissioners had to be appointed at once to conduct the affairs of the eight commissions provided in the Charter. Novel conditions arose and intricate problems had to be solved.

SOME RADICAL CHANGES.

A complete reorganization of the Police and Fire Departments was imperative. The elective Board of Education, composed of twelve members, was changed to an appointive board of four School Directors. A Department of Public Works with three appointed Commissioners was created. Nearly every branch of the city government was placed under the merit system. The foregoing will serve to illustrate some of the radical changes wrought by the new Charter.

AN EXEMPLARY COUNCIL.

One of the noticeable features of the Charter that has worked admirably is the new method of selecting the City Council. The Board of twelve Supervisors, selected from districts and possessing mixed legislative and executive powers, was supplanted by a Board of eighteen Supervisors, elected by the city at large, and strictly confined to legislative functions. This change has not only improved the personnel of the Board, but has also brought about a vast improvement in its proceedings. There has not been the slightest suspicion of wrong-doing. The rights of the municipality have been safeguarded in dealing with the quasi-public corporations that control the public utilities of San Francisco.

NO DEFICITS IN FUNDS.

The article on Finance and Taxation in the Charter deserves special mention for its excellent results. The dollar limit of taxation for nunicipal purposes has been strictly observed. Each fund has been held inviolate for its specific objects. No diversion of funds has been permitted. Each department has kept within its allotted appropriation, while many departments show an actual surplus. The total surplus this fiscal year will reach \$480,000 of which at least \$100,000 has been saved by the departments of the city government out of their respective appropriations. This fact speaks volumes in favor of the financial provisions of the Charter, as well as for the integrity of the various heads of the departments. Under the previous Consolidation Act, unwelcome deficits faced the municipality at the expiration of each fiscal year. Now, the dollar rate of taxation is upheld, and yet a handsome surplus greets the taxpayers of the City.

SUPERFLUOUS DEPUTIES! AND CLERKS.

A just criticism of the administration of the present Board of Public Works and Board of Health is their appointment in some cases of superfluous deputies and clerks. As a general rule, the Charter specifies the classes of employment and limits the number of subordinates in each department of the city government. Not being possible to anticipate the exact requirements of these two departments, the Charter permitted them to create such classes and appoint such subordinates as they might deem necessary within the limit of their respective appropriations. As a necessary precaution, however, it was provided that all permanent appointments shall be subject to Civil Service and that the temporary appointments to be valid, must receive the approval of the Civil Service Commissioners. Believing some of the temporary appointments in these two departments unnecessary, the Civil Service Commission disapproved of them; but, unfortunately, its contention has not been sustained. The cause of this criticism will in time be removed by the certification of permanent civil service eligibles for each position,

ISSUANCE OF MUNICIPAL BONDS.

The recent decision of the Supreme Court of California against the validity of the municipal bonds, favorably voted upon in December, 1899, by the electors of San Francisco, has been a keen disappointment. Preparations were ready to expend \$11,025,000 in constructing seventeen new school houses, perfecting the sewer and drainage system, erecting a needed hospital and extending the park area of the City. These improvements will now have to wait until another special election is called and the requisite two-thirds vote secured. The decision of the Supreme Court will not prove an unmixed evil, for it emphatically points out that the Charter contains a perfect and complete method for the issuance of municipal bonds for public improvements. A movement to this end is already under way. As the City has at present no bonded debt, it is now free to incur a municipal indebtedness, not exceeding fifteen per ccut. of \$400,000,000, the total assessed valuation of all property in the municipality.

OPERATION OF PUBLIC UTILITIES.

The Charter of San Francisco declares "that its public utilities shall be gradually acquired and ultimately owned by the City and County." Estimates

have been made of the cost of municipal water works and electric light plants with a view of their early submission to the vote of the people. As the franchise of one of the principal street railways of the City will expire in about a year, San Francisco may then make an experiment in its municipal operation. Public sentiment is divided upon the question of the comparative advantages of municipal control and operation of public utilities. The difficulties attending the complete establishment of the merit system accentrate the doubt upon this subject.

THE MERIT SYSTEM.

The most advanced feature of the Charter of San Francisco is the article on Civil Service. Not only does it provide that appointment shall be made upon merit and promotion for efficiency; but it forbids removal except for good cause after a public trial. The impartial enforcement of the Civil Service article caused widespread consternation in the ranks of the spoils hunters. Every conceivable device has been utilized to destroy the operation of the Civil Service provisions of the Charter. Injunctions, mandamuses and restraining orders were brought in rapid succession. Five distinct suits in various courts were instituted to defeat the operation of the law. In some the Merit System was upheld, while in others it lost. The Supreme Court of California has recently handed down two decisions, one unanimously affirming the validity of the municipal Merit System, while the other, signed by only four of the seven justices, restricted its jurisdiction to the strictly municipal departments of the city government. An amendment to the Constitution of the State will now be necessary, in order that the Civil Service jurisdiction may also include the so-called "county officers." In the meantime, the citizens of California will have a splendid opportunity to witness a comparison between the results of the Merit and Spoils Systems. Under Civil Service are the Departments of Police, Fire, Health, Election and Public Works, comprising in all 1600 positions, of which 300 are already filled by Civil Service eligibles. Under the Spoils System will be the offices of the County Clerk, Sheriff, Assessor, Recorder and Coroner. The two systems will thus be on trial. We believe this object lesson will convince the people of California that the best interests of the State require the early establishment of Civil Service, not only in its municipalities but also in the State government itself. Thus it is that the Merit System invariably profits by its own apparent temporary defeat.

SUCCESS WILL COME.

The student of civic affairs must withal feel encouraged at the slow but sure progress of this Western metropolis toward the ideal in municipal government. A river cannot rise above its sonree; neither can a government go higher than the people. When the citizens of a community thoroughly realize that bad government means public calamity, good government will soon appear. It is gratifying to witness the healthy growth of civic pride, courage and patriotism in San Francisco. The Merchants' Association has set a worthy example for the emulation of commercial and improvement organizations. A strictly municipal election will be held next November. An excellent Primary Election Law, passed by the last Legislature of the State, will afford ample protection in the nomination of desirable candidates. With a proper exercise of the electoral ball t, the citizens of San Francisco will have the opportunity of placing the destiny of their city government in the hands of public-spirited officials, who will be loyal to the best interests of their city and true to its organic law.

THE VERDICT UPON THE FIRST YEAR.

No human work is perfect. No law framed by human hands will work without friction. Constitutions are but the handiwork of man. Time and growth are essential to their smooth and successful operation. Notwithstanding the miner imperfections incident to its initiation, the first year's trial of the Charter of San Francisco vindicates the promises of its advocates and justifies the expectations of its friends.

J. RICHARD FREUD.

San Francisco, May 1, 1901.

MERCHANTS' ASSOCIATION OFFICERS AND DIRECTORS.

A. S. Baldwin......First Vice-President.

Baldwin & Howell. JOSEPH D. GRANT......Second Vice-President.

Murphy, Grant & Co.

FRANK J. SYMMES.......Treasurer.

Thus. Day Co.

Thes. Day Co.

C. S. Benedict. Benedict & Turber.
CHARLES BUNDSCHO. Gundlach-Buodschu Co.
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FOSTER P. COLE John Breuber Co.
ANDREW M. DAVIS. The Emportum.
MARSHAL HALE. Hele Bros.
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EDWARD H. MITCHELL. Edward H. Mitchell.
EDWARD B. POND. S. F. Savinga Union.
W. P. Redington & Co.
HUGO ROTHSCHILD. Rothachild & Ehrepfort.
J. Rich'd Fredo. Secretary and Attorney.
L. M. King. Ass't Sec'y and Sup't.

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JOSEPH D. GRANT, A. J. MCNICOLL,
MARSHAL HALE, FRANK J. SYMMES.

PUBLICITY AND PROMOTION,

CRARLES BUNDSCHU, Choirman,
ANDREW M. DAVIS,
EDWARD H. MITCHELL,
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TRADE AND FINANCE.

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FOSTER P. COLE.

RELIABLE

BUSINESS GUIDE TO SAN FRANCISCO.

OFFICIAL LIST OF MEMBERS

NUMBER OF MEMBERS MAY 1, 1901 - - 1295.

NOTE.—Our Constitution provides that any husiness firm in good standing may become a member. Each firm has but one vote, but may be represented at the meetings of the Association by any or all of its members, or by such employees as it may designate for that purpose. There is at present no initiation fee to pay, and the dues are only \$1.00 per month.

HONORARY MEMBERS = = Merchants' Association of New York

FIRM NAMES OF MEMBERS CLASS BUSINESS.

	.
ACCOUNTANTS AND AUDITORS. Amrath & Amrath	Hibernia Savings & Loan Society McAllister and Jone London & S. F. Bank, Ltd
Osborne & Co., D. M15 Main	BARBERS' SUPPLIES.
ARCHITECTS. Curlett, Wm	Deckelman Bros
ART GLASS.	Emporium and Golden Rule Bazaar Marke
California Art Glass, B. & C. Works	BEER BOTTLERS.
ART GOODS. Cohen, H	Enterprise Bottling Co
Kennedy-Rahjohn Art Co	Cook, H. N. Belting Co
ARTIFICIAL STONE PAVING. Gray Bros	Allen, I. P
De Solla-Deussing Co129 Spear	BILL POSTERS.

Curlett Wm	Will & Finck Co818 Market	BREWERS' & BOTTLERS' SUPPLIES.	Levy, H. M
Curtis, John M126 Kearny	BARREL MANUFACTURERS.	Abramson-Heunisch Glass Co10 Main	Moore, A. A. Jr Claus Spreckels Bldg
Magge, Herbert B36 Flood Bldg	California Barrel Co	Bauer-Schweitzer H. & M. Co. 632 Sacramento Hermann & Co	Phelan Jas. D
Mooser, William & Son14 Grant Ava Polk, Willis	[Spreckels, Claus
Reid BrosClaus Spreckels Bldg	BATHS. Farnham, John	BRIDGE BUILDERS.	Thompson, R. R
Shea & Shea	FEIDREID, JOHN	Laydon, Darhy	CARPENTERS AND BUILDERS.
Swain, E. RCrocker Bldg	BAZAARS.	S. F. Bridge Co220 Market	McLerie, II. J312 Church
ART GLASS.	Emporium and Golden Rule Bazaar Market	BROKERS-CUSTOM HOUSE.	Murray, S. C
California Art Glass, B. & C. Works	BEER BOTTLERS.	Bellingali, P. W	Rohinson & Gillespia337 Sucter
120 Second		Bruntsch & Reed500 Battery	CARPETS.
ART GOODS.	Enterprise Bottling Co2745 Sixteenth Frederickshurg Bottling Co1510 Ellis	Harper, F. F. G. & Co	Cordes W. PEmporium
Cohen, H19 Grant Ave		Mattoon & Danglada	Guillizson Bros955 Market
Gump, S. & G	BELTING-LEATHER.	Mayhew, H. B. & Co424 Battery	Hulse, Bradford & Co760 Mission
Kennedy-Rahjohn Art Co	Cook, H. N. Belting Co	Swayne, Hoyt & Co426 Battery	Schlueter & Volherg
Sanhorn, Vall & Co	Heins, Alex	BROKERS-MERCHANDISE AND	Walter, D. N. & E. & Co629 Market
Vickery, Atkens & Torry224 Post	BICYCLES.	GENERAL.	CARPET CLEANING WORKS.
	Allen, l. P301 Larkin	Booth F. E	Boston Carpet Cleaning Works, 703 Valencia
ARTIFICIAL STONE PAVING.	American Bicycle Co304 McAllister	DuVal, W. M. & Co221 Front	Cal. Carpet Cleaning Works 329 Guerrero
Gray Bros228 Montgomery	Christoffer, C. M	Mackie, Wm	Conklin Bros333 Golden Gate Ave
ASBESTOS COVERINGS.	Pope Manufacturing Co	Palache, R. K	Hampton & Bailly346 Church
McDearmon & Co422 Sacramento	Varney, T. H. B	Woods, Maillard & Schmiedell307 Sansome	Sanitary Cleaning Co342 McAllister Spaulding, J. & Co353 Tehams
De Solla-Deussing Co129 Spear	BILL POSTERS.	BROKERS-STOCK, BOND & GRAIN.	CARRIAGE COMPANIES.
ASPARAGUS CANNERS.	Owens, Varney & Green Market and Tenth	Ames, Worthington 324 Montgomery	United Carriage CoPalace Hotel
Hickmott Asperagus Canning Co 3 California		Barth, J. & Co506 California	
	BOILER WORKS.	Blow, A. W. & Co238 Montgomery	CARRIAGE AND BUGGY MANUFAC- TURERS.
ASPHALTUM ROOFERS.	Euraka Boiler Works113 Mission	Howman, G. F	
Bonnet, B. & Son100 Montgomery Ave	BOLT MANUFACTURERS.	Hecht Bros. & Co	Bahbitt, J. H
ASSAYING.	Payne's Bolt Works	Hirshfeld, C	Grave, B. & Co421 Pacific
Price, Thos. & Son	BOOKBINDERS.	Politzer & Co	Holmes H E. & Co
AUCTIONEERS.		Rehfisch & Hochstadter	Larkina & Co
Chase, Fred H. & Co	Hicke-Judd Co		Schindler, II. B
Dinkelspiel, J. S. & Co115 Bush		BROKERS-TICKET.	Studebaker Bros. Mfg. Co Market & Tenth
Ordway, W. CCor. 6th and King	BOOKS AND STATIONERY.	Ottinger, A620 Market	
Spear, E. S. & Co31 Sutter	American Tract Society 16 Grant Av.	BROOMS, BRUSHES AND WOODEN-	CASH REGISTERS.
BAGS, BALE ROPE AND BURLAP.	Cunningham, Curtiss & Welch319 Sansome	WARE.	Autographic Register Co623 Market
Gulf Beg Co	Elder & Shepard238 Post Hammond, J. D318 Washington	Van Lask, The Mtg. Co3178 Seventeenth	Hallwood Cash Register1327 Market
Behmidt, J. & Co116 Drumm	Hanak & Hargens	BUILDING AND LOAN ASSOCIATIONS.	CATE (ER.
BAKERIES.	Mitchell, E. H226 Post	Pacific States S. L. & B. Co410 Pine	Wheeler, Chas. S1206 Sutter
Prost & Komsthoeft336 Third	Payot, Upham & Co	Continental Building & Loan Associa-	CEMETERIES.
Simking & Thorp118 Erie	S. F. News Co242 Gesry	tion222 Sansome	Henderson, John, Mgr. Mt. Glivet Cemetery
BANKS AND BANKERS.	Tauzy, J	BUILDING MATERIALS.	916 Market
American Bank & Trust Co200 Montgomery	BOOTS AND SHOES.	Waterhouse & Price106 Kearny	CENTRAL PARK ASSOCIATION.
Anglo-Californian Bank, Limited 200 Sensome	Buckingham & Hecht	BUILDING PAPER MANUFACTURERS.	McNetil, D. R1187 Market
Bank of British Columbia. Sansome and Bush Bank of California	Cahn, Nickelshurg & Co139 Ransome	Pacific Refining and Roofing Co	
Cal. Safe Deposit & Trust Co	Dietie, Chas		CHAIR MANUFACTURERS.
	Heim F. L	Paramne Paint Co116 Battery	
Columbian Banking CoC. Spreckels Bldg Crocker-Woolworth National Bank of	Knst-Olanville Shoe Co., Acad. of Sciences Bldg	BUTCHERS.	CHARCOAL.
San Francisco	Koenig F 123 Kearny	Baccua, R. T. S.W. cor. O'Farrell and Mason	Ghlandt, N. & CoIndians and Yolo
Donohoe-Kelly Banking Co100 Montgomery	Kutz. The G. M. Co103 Mission	Bayle, Lacoste & Co	CHEESE IMPORTERS.
German Savings & Loan Society.526 California	Maler, Chas	Clayburgh & George339 Kearny	Schlegel & Bruker
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REWERS' & BOTTLERS' SUPPLIES.	3
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VERIES.	Bishop, Ch. Center, Joh Dean, Walt
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	Denman, J
	Benman, J. Ehrenpfort, Gage W. Hayward, Hopkins, E Hopkins, T Levy, H. M Moore, A. Phelan, Ja Schmidt, Je Schmidt, Je
18th and Florida	Gage W.
Scott and Greenwich	Hopkins F
	Hopkins, T
TTLERS' SUPPLIES.	Levy, H. M
Glass Co10 Main 2 M. Co632 Sacramento 214 Sacramento	Moore, A.
M. Co632 Sacramento	Schmidt I
	Spreckels,
BUILDERS.	Spreckels, Thompson,
	CARP
	McLerie, I
USTOM HOUSE.	McLerie, I.
	Rohinson &
500 Battery	
5	Cordes W.
608 Battery	Guillixson
	Hulse, Bra
426 Battery	Sperling &
RCHANDISE AND	Schlueter & Sperling & Walter, D.
ERAL.	CARI
122 Davis	Boston Car
221 Front	Cal Carne
53 Flood Bldg	Conklin Br
12 Front	Conklin Br Hampton & Sanitary C
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, BOND & GRAIN.	CA
324 Montgomery	United Car
238 Montgomery	CARRIAC
327 Montgomery	D. 6 . 144
212 Pine	Glonn A G
	Grave B
Clunie Bldg	Holmes H
	Babbitt, J. Glenn, A. G Grave, B. Holmes H Larkina &
	O'Brien & Schindler,
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t	Decourtieux, A
1	Flageollet, Henry C883 Valencia
	Hofmann & Woenne
	Knierr. Albert
3	Poly Heilbron & Co339 Kearny
1	Stone, Leon D. & Co236 Sixth
1	Decourtieux
1	BUTCHERS' SUPPLIES.
	Pacific Butcher Supply Co
	CAPITALISTS.
1	
	Center John N.E. cor. 16th and Shotwell
ı	Bishop, Chas. R
1	Denman, James
1	Gage W. S
3	Hayward, Alvinza532 Market
1	Hopkins, E. W
	Levy. H. M
۱	Moore, A. A. Jr Claus Spreckels Bldg
)	Phelan, Jas. DPhelan Bldg
)	Spreckels Claus 227 Market
ı	Dean, Walter E. \$1 Nevada Block Denman, James . 2318 Steiner Ehrenpfort. Wm . \$91 Fillmore Gage W. S
3	CARPENTERS AND BUILDERS.
1	
ı	McLerie, II. J
1	Robinson & Gillespia337 Sucter
1	CARPETS.
1	Cordea W. P
4	Guillixson Bros
4	Schlueter & Volherg
	Schlueter & Volherg
	CARPET CLEANING WORKS.
1	Boston Carpet Cleaning Works. 703 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkillo Bros
1	Cal. Carpet Cleaning Works329 Guerrero
1	Hampton & Bailly346 Church
1	Sanitary Cleaning Co342 McAllister
	Spaulding, J. & Co
•	CARRIAGE COMPANIES.
1	United Carriage CoPalace Hotel
1	CARRIAGE AND BUGGY MANUFAC-
1	TURERS.
1	Bahbitt, J. H
3	Grave R & Co 421 Pastes
3	Holmes H E. & Co
1	Larkina & Co
	Schindler II B
	Studebaker Bros. Mfg. CoMarket & Tenth
1	
	Wertsch, William100 Golden Gate Ave
1	Bahbitt, J. H
	CASH REGISTEHS. Autographic Register Co623 Market
	CASH REGISTERS.

CHEMICAL WORKS.	Leist, C. J. & CoSacramento & Davis	Greenberg & Greenberg31 Grant Ave	Bloane, W & J & Co
California Chemical Works Renno Road and 77th	Lercari, C. J & Co		Sterling Furniture Co
Western Chemical Co	Lichtenberg, William	Lippmann Bros	Weber, C. F. & Co
CHEMISTS.	Loalsa, W. & Co	Livingston Bros	Yawman & Erbe Mfg. Co., 20 New Mentgomery
Curtis, J. M. & Son	Machherson, A. MZib Washington	Michala & Wand IS Kesrny	FURNITURE MOVING COMPANIES. Glaslow, L
CHIMNEY PIPE. Clawson, L. E. & Co1240 Market	Molecular Charles	Murphy Grant & Co Sansome & Bosh	FURS.
CHINA DECORATORS.	Nardini A. & Co	Muser, Gtto	Berwin & Genener110 Kearny
Perley & Culp	Dattieres John M	O'Connor Moffatt & Co	Hoedich, Albert
CHOCOLATE MANUFACTURERS.	Phillips, M. & Co	Priester, Joseph	Kocour, Ad
Ghirardelli, D. Co	Price, W. C. & Co	Samuels Lace House Co., The D 336 Sutter	FUSE MANUFACTURERS.
CHRONOMETERS AND NAUTICAL INSTRUMENTS.	Bchwarts Bros	Schmidt, Ben J. & Co	Ensign, Bickford & Co
Pagene I C	Sloss, Louis & Co	Steen M. AGeary and Powell	GAS FIXTURES.
Woule, Louis	Sresovich, L. O. & Co	Strauss, Levi & Co18 Battery Weill, Raphael & CoKearny and Post	Cslifernia Gas Fixture Co
Adda Doo IOI Powell	Tilden, H. N. & Co Bacramento	Weinstock, Lubin & CoMarket & Taylor	GAS ENGINES AND SCALES.
Aubin, Aug. H	Welch & Co	DYEING AND CLEANING.	Fairbanks, Morse & Co
	Wetmore Bras	F. Thomas Dyeing & Cleaning Works, The	GAS GOVERNORS.
Carter, Dan P	Whitney, C. E. & Co110 Davis	Hickman, Henry	Universal-Pacific Gas Governor Co
Gunst, M. A. & Co 204 Secremento	Wolf & Sons 221 Davis	Snow, John F. & Co., Dyeing & Cleaning Works	
Juden, H. L. & Co 204 Market	Wolff, William & Co 227 Market	EDUCATIONAL INSTITUTIONS.	GAS REGULATORS. Gas Consumers' Association
Langetadter, I. S	Young, Carlos G	California Business College305 Larkin Heald's Business College34 Post	GENERAL MERCHANDISE.
	CONFECTIONERS.	S. F. Business College1236 Market	Levin, J. & Co 25 Taylor
Michalitschke, Chas	Bernheim & BlumPolk & Butter	ELECTRIC SIGN MANUFACTURERS.	GLASS MANUFACTURERS.
Plagemann, H. & Co	Gruenhagen & Co	Novelty Sign Co	
	Guillet, Chas	ELECTRICAL AND MECHANICAL ENGINEERING.	GLOVES.
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REVIEW.

J. RICH'D FREUD, - - - - EDITOR

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Facts upon municipal affairs will be the first consideration of the Review

Civil Service Court Decisions.

Two very important decisions have recently been rendered by the Supreme Court of California upon the civil service provisions of the Charter of San Francisco. The deep interest always taken by the Merchants' Association in the successful establishment and operation of the merit system prompts us to refer briefly to these two court decisions and note their consequences.

One decision, concurred in by all the Justices of the Supreme Court, sustains the constitutionality and validity of the article on Civil Service in the Charter. In this case, the opponents of the merit system sought to overthrow the entire civil service provisions of the Charter on the ground that one section of the article was in violation of the State Constitution. The Supreme Court unanimously held that the general plan of civil service as provided in the Charter is constitutional and valid. This decision clears the atmosphere of doubt and will strengthen the cause of civil service throughout the State of California.

The other decision is not so satisfactory to the friends of the merit system. The Charter of San Francisco placed nearly every department of the city government under civil service, including the so-called county as well as city offices. A permanent injunction was granted by a Superior Judge, restraining the Civil Service Commission from holding examinations for any position in the so-called county offices of the Sheriff, County Clerk, Assessor, Recorder and Coroner. An Appeal was taken to the Supreme Court and four of the Justices have affirmed the order of injunction, while three of the Justices, including the Chief Justice, have dissented.

In the opinion of the four Justices, the Constitution of California does not authorize a municipality to prescribe in its Charter the qualifications of the deputies of the county officers. According to this decision, a Frecholders' Charter may provide for the manner of electing county officers and for their terms of office and for the number of their deputies and for their come ensation, but cannot provide for their qualifications, even to the extent of requiring that they shall be ap-

pointed upon merit.—Such is the conclusion of the majority opinion of the Supreme Court.

The best answer to this contention is given in the minority opinion of the Supreme Court as written by Justice Van Dyke, which concludes as follows: "The plain meaning of Section 81 of Article XI of the Constitution of California is to put the so-called county officers in the same category as those formerly known as city officers. Public policy favors local self government, and the popular sentiment in this respect is constantly strengthening; this is manifest by the Constitution of 1878-9, and by the repeated amendments thereto proposed by the Legislature and adopted by the people. And it may also be said that the popular tendency is in favor of the merit system in the appointment and tenure of all subordinate officers in the civil service. Bearing these facts in mind the court should adopt a liberal line of construction, and resolve all doubts in favor of such recognized public policy and sustain the Freeholders' Charter in its integrity, instead of weakening it in a vital part."

Two petitions for a rehearing of this case have just been filed in the Supreme Court. Not only does this decision remove a large part of the city government from the beneficent influence of the merit system, but it has seriously disturbed the legal status of many important numicipal matters, and unless modified or reversed will result in disastrous consequences. Our limited columns will not permit of any argument upon this subject; otherwise, many illustrations could be cited to show the pernicious effects of this unfortunate decision. For the public welfare and on behalf of the citizens of San Francisco, we most respectfully appeal to the honorable Justices of the Supreme Court to grant the petition for a rehearing of this momentous issue,

Every Merchant Should Join the Merchants' Association.

SOME GOOD REASONS:

PRESENT AND PAST WORK.
Abolition of Merchandise License Taxes.

Removal of Poles and Overhead Wires.

Improvements in Street Pavements.

Street Sprinkling by the City.

Clean Streets and Sidewalks.

Better Street Lighting.

Modern City Charter.

Increased Trade,

FUTURE WORK.

General Repaying of Business Thoroughfares.

New School Buildings and Hospitals.

Control of the Harbor by the City.

Reduction of Harbor Charges.

Improved System of Sewers.

Business Methods and Civil Service in the City Government.

Lower Taxes.

DIRECT BENEFITS.

Legal Consultation without Charge with our Attorney.

Complaints attended to by our Superintendent.

Your Name, Business and Address published

monthly in 10,000 copies of the "REVIEW."

TOTAL EXPENSE.

Only \$1.00 per month. No Fees, no Assessments.

Benefits of Travel—An Appeal to Fathers

By EDWARD H. MITCHELL,

Director of the Merchants' Association.

Has your son graduated from college? Are you about to start him in business for himself or take him into your own employ as an understudy? Even if you have decided, it is better to start him with some one else. Do one thing more before he settles down to work—send him for a trip around the world, if possible, if not, at least let him visit the principal cities in our own country.

There is nothing that will help him more in his future career than a thorough understanding of the conditions that prevail elsewhere—besides you must know that the average person learns more readily from observance, than from books or the best of teaching. How can you expect your son to succeed in the business world, it his only knowledge of other places consists of looking them up on a map, or asking someone about them? Let him go there himself, let him study the reasons why they are prosperous or otherwise.

Encourage him to be public-spirited, for every man owes a portion of his time to the city in which he lives.—Where the greatest number of capable men devote their energies and efforts to good government (other things being equal), there will grow the greatest city of modern times. What has this to do with your boy's travels, you will ask? Simply this, sooner or later the boy of the present becomes the man of the future, and upon him falls the cares, the duties and the responsibilities of the father of today.

In order to avoid mistakes or being led into wroug channels, he must know of his own accord the right from the wrong of every proposition that is presented for his consideration, that he may make the most of his opportunities. Too often a fond father takes it for granted that because he knows a thing himself, his son knows it also, or imagines he can guide him correctly, and while this may be true when they are together, the time may come, and no one knows just when, or how soon, that they will be separated and the son must become his own adviser. So again I would urge that they young man be allowed to travel before being established in business that he may be better prepared for his life's work.

EDW. H. MITCHELL.

Law Governing Boulevards.

The following streets are declared in the ordinances of San Francisco to be open public boulevards, on which no railroad shall ever be built, and no heavy traffic permitted:

Van Ness Ave., throughout its entire length;
Golden Gate Ave., westerly from the east line of
Van Ness Ave.;

Baker Street, from Golden Gate Ave. to Oak Street; Fell Street, from Baker Street to Stanyan Street; Steiner Street, from Golden Gate Ave. to Fulton Street:

Fulton Street, from Steiner Street to Baker Street; South Park, from Second Street to Third Street.

The Annual Meeting of the Merchants' Association will be held on Wednesday Evening, May 29, 1901, at the Academy of Sciences' Hall, No. 819 Market Street.



REVIEW

CIRCULATION 10,000 COPIES.

Published Monthly by the Board of Directors



Vol. 5.

SAN FRANCISCO, CAL., JUNE, 1901.

No. 58.

SALUTATORY OF PRESIDENT SYMMES.

After seven years of a most honorable and successful existence, the Merchants' Association is unfortunately called upon to serve under a new president. It has written for itself a most admirable record and all those who love San Francisco and desire for her an upright and honest administration of public affairs will ever honor the name of F. W. Dohrmann-the father of this Association. It is sincerely hoped and believed that the supporters of the past will continue to sustain the Association in further efforts to carry out the excellent principles now so well estab-

There can be no efficient and satisfactory administration of public affairs if men yield to their selfish instincts. Good government is the extreme of unselfishness, the giving of individual service for the benefit of the greatest number. The best service is always given without expectation of reward.

This Association is a voluntary aid toward good government in San Francisco. It is absolutely unselfish, and no reward is looked for except the public good. It has been governed by calm judgment, its good work has been recognized and its suggestions have always been kindly received by our municipal officers.

It has sought to build up, not to tear down. It has tried to assist, not to obstruct.

It believes that a genuine loyalty to our people demands the exercise of a fair spirit toward all, and that in this spirit the most difficult problems of municipal government may be solved.

It believes in harmony and good will-that internal dissensions and petty jealousies have been an injury to the City and a serious delay to its progress.

It knows no politics and aids no party or person in the hunt for municipal office. It realizes that the management of a great city is a great business problem and demands the application of the best business principles. It asks for clean streets and a clean City Hall-a clean city and a clean government.

These are the principles which have governed the Merchants' Association in the past and are the principles which are to govern it in future.

I bespeak for the new administration your earnest and hearty support. Let us add to our membership all who believe with us, in order that our power and influence may be increased and that we may continue to work with an unselfish devotion to the best interests of all of San Francisco.

FRANK J. SYMMES.

RESOLUTIONS OF THE MERCHANTS' ASSOCIATION

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Upon the Retirement of President F. W. DOHRMANN from the Board of Directors.

WHEREAS: After seven consecutive years of faithful service, our worthy President F. W. Dohrmann, now retires from the honorable position that he has so efficiently filled; therefore, be it

Resolved, By the members of the Merchants' Association, in general meeting assembled, that we hereby express our profound appreciation of the exceptional ability and unselfish devotion of F. W. Dohrmann in the discharge of the responsible duties of President of the Merchants' Association during the first seven years of its existence;

Resolved, That his career as a public spirited and patriotic citizen has not only inured to the progress and welfare of San Francisco, but will ever be regarded as a conspicuous example for the emulation of the youth of our City and State;

Resolved, That these resolutions, suitably engrossed and signed by each member of the Merchants' Association, be presented to ex-president Dohrmann, with the sincere wish of the Merchants' Association that his future life may be copiously blessed with health, honor and happiness.

-San Francisco, May 29, 190L-

VALEDICTORY OF PRESIDENT DOHRMANN

Members of the Merchants' Association, Colleagues of the Board of Directors, Ladies and Gentlemen:

In attempting to fittingly acknowl-RESPONDS edge the resolution just submitted, and the album just presented to RESOLUTION. me, I am first of all pleased that

the kind remarks you have just heard, were made by one of the gentlemen who was one of those who issued the original call which resulted in the establishment of the Merchants' Association, and who himself served as Director and Vice-President for a number of years, and is as much entitled to the thanks of the Association for good and conscientious services rendered, as any of us who are now retiring from your Board of Directors.

CEPTED FROM COLLEAGUES.

For your gift I sincerely thank you. It is far beyond my indi-vidual desserts and will always remind me of the pleasant associa-

tions from which it resulted, and is accepted now as an expression of satisfaction not of my individual humble efforts, but of the work done by your successive Boards of Directors, and perhaps even more, of the principles and good intentions which ever prompted our action.

In this spirit, I accept with sincere thanks for my colleagues and myself, and also as a pledge that our members will continue to encourage like efforts and will chable our successors to perform the self-appointed mission of the Merchants' Association, and prepare our city for its manifest destiny, to make it worthy of its opportunities, and to help it to energetically and wisely rise with the tide of affairs, which, by taking them at their flood, will lead San Francisco on to fortune.

It only remains now for me to say a few parting words and to make a few recommendations and suggestions, which, while not nearly covering all that is in my mind at this auspicious moment, yet will, I hope, be of some little service if considered by those in whose hands and leadership the affairs of the Merchants' Association will hereafter be placed.

You have heard this evening the Annual Report of the Board of Directors, giving a summary of the important results accomplished during the past year. The work of the Association during the past seven years is generally known to you all. I will, therefore, allude only to some matters that from my observation and experience I believe should, and no doubt will, receive the future attention and consideration of the Merchants' Association.

SAN FRANCISSAN PRANCISGOIS NEEDS

I need not refer in detail to the greatly needed improvements which CO'S NEEDS. our city most requires, such as a modern sewer and drainage system, new school and hospital buildings, the improvement of our street pavements and the placing of wires, which disfigure our thoroughfares, under ground, as these matters have had the active and partly successful support of our Association, and are either provided for, or will soon be before the people in the shape of bond elections, this time we hope to be carried to a successful issue.

Neither do I need to repeat at

TURING

length that manufacturing enter-ENTERPRISES. prises should be encouraged, the more so since the extensive devel-

opment of oil as a cheap fuel will make it easier hereafter to establish and maintain them.

Nor need I dwell upon the previous SAN FRAN-OISCO AS A COMMERCIAL efforts of this Association and its plans for the future in regard to OENTER. again acquiring municipal control of our harbor and to see it improved as rapidly as possible, and in course of time to make it a free port so that the commerce of San Francisco, assisted by a canal and cables connecting us with the Orient, will make it one of the greatest commercial centers in the world.

MUNICIPAL HOUSEKEEP-ING.

In dwelling upon our larger needs and enterprises, we must not forget that one of the missions of our Association is municipal housekeeping, and the minding of our minor needs.

Amongst these, I will mention first:

San Francisco has, what is appro-HOSPITAL FOR priately termed, a Pest House, located on a bleak and desolate CONTAGIOUS DISEASES. site, to which it would be almost a crime to consign hardened criminals. At last.

however, our appeals have been heard. In the

budget for the next tax levy it is proposed to appropriate \$20,000 for a suitable site and building to be used as a hospital for contagious diseases. Let us sincerely hope that within a few months these unfortunates will be provided with the comforts prompted by common humanity.

This Association has set aside a CHILDREN'S sum of money to help to establish a Children's Playground in some PLAY-GROUNDS. of the more thickly portions of our city where the same will serve as a wholesome and

beneficial purpose.

Unfortunately, no suitable location has been found available or could be rented for this purpose, but we should not fail to assist whenever the city or public spirited citizens are ready to furnish the accessary ground for this purpose.

I must mention the utter absence RETIRING in San Francisco of retiring places PLACES. which are in all large cities elscwhere maintained in convenient localities by the municipalities.

In a city where there is so much travel, and which so many strangers visit, such sanitary conveniences are an absolute necessity, and I hope our Association will shortly carry out its intention and establish one or two such public conveniences as soon as the authorities will permit to have it done on some of our public squares.

As an object lesson, they would no doubt lead to an early construction by the municipality of similar retiring places throughout the city.

We should never cease to make MAKE SAN San Francisco attractive and beau-FRANCISCO tiful, not only as a moral factor for ATTRACTIVE. the comfort and elevation of our

own inhabitants, but also as an inducement to bring to and through our city tourists and visitors. Oriental travel has already assumed large proportions and is constantly increasing. The adornment of San Francisco would serve to attract and prolong the stay of all who come to or pass through our midst. erection of a much needed spacious convention hall would also make it possible for large gatherings and conventions to meet in San Francisco. Now, having spoken of the minor

MUNICIPAL

GOVERNMENT. matters in which our Association takes an interest, let me say a few words on the relationship of the Merchants' Association with the more important elements with which it comes in contact, and in which all good citizens should take a deep interest.

To the most casual observer it

BUSINESS.

CITY GOVERN- must be apparent that partisan politics has no place in city affairs. City government is business, not

polities. In the creation and adoption of the present Charter of San Francisco it was intended and expected that, hy having municipal elections entirely separate from State or National Elections, questions relating to partisan politics would be wholly removed. It should be the constant aim of the Merchants' Association to bring about this desirable result. Let us climinate from local elections all reference to Federal issues and confine our attention to the equally momentous matters of strictly municipal concern.

The merit system in public office THE MERIT has had, and undoubtedly will con-SYSTEM.

tinue to have, the earnest support of the Merchants' Association. Good government and spoils politics cannot go together. The recent decision of the Supreme Court has unfortunately removed the so-called county offices from the jurisdiction of Civil Service. A slight amendment to the State Constitution is necessary by the insertion of the word 'qualifications' in Section 81, Article XI. I sincerely hope that the Merchants' Association will continue its efforts in favor of the merit system until Civil Service prevails not only in the entire government of San Francisco but also throughout the administration of the State of California.

It has always been a fundamental PUBLIC principle of our organization to co-OFFICIALS. operate with instead of merely criticising municipal and State legislative and executive officials. Often their duties are complex and onerous and under our institutions must be discharged without previous preparation or experience. Sometimes errors are unavoidable and due allowance should be made. At all events our suggestions or criticisms can be offered in a charitable and friendly spirit. On the other hand, faithful, honest and capable officials should have due credit and continue in the service of the people as long as possible. By all means, let the Merchants' Association continue to confer and co-operate with public officials in all matters of municipal concern.

To the almost unanimous support PUBLIC PRESS. accorded by the press of the City and State to our aims and efforts, much of the success of the Merchants' Association is due. Differences have occasionally arisen, but the amicable relations always existing between the press and the Association have not been altered. There have been times when our Directors have differed with the position taken by some of our newspapers. It has seemed to us at times that disagreements between them have been unduly emphasized, that public officials were unjustly or too severely criticised, that the shortcomings of the municipality or of some of its citizens were exploited to the detriment of the common welfare of our city. While in no way arrogating to ourselves the position of censors of a free and responsible press, we have exercised the right and duty of sincere friends in communicating what we considered to be the feelings and wishes of this com-Such representations, I am glad to state, have ever had friendly consideration. If our suggestions have not always been accepted, no resentment or ill feeling has ever resulted.

To our successors, I recommend that these amicable relations with the press be continued. Let our intercourse be frank, fair and friendly, so that hereafter, as heretofore, we will remain on the best of terms, imbued with the knowledge that in the keeping of the press rests largely the progress of the City and the welfare of our citizens.

For myself, I beg to express sincere thanks to the press and to its representatives with whom I came in constant contact for their uniform courtesy and kind-

OUR SISTER ORGANIZA-TIONS.

In all matters of public interest, the Merchants' Association has been glad to give its support to the various organizations of San Fran-

cisco, created with special aims for the prosperity of our City. Our Association in turn has frequently received the hearty co-operation of these commercial and improvement organizations. I need not emphasize the advantages of continuing this fraternal spirit, for however keen may be the rivalry between commercial houses, I have never heard of any lack of harmony among the commercial and industrial organizations when the welfare of our City was at stake.

In conclusion, a word for those who TARY, SUPERINTENDENT
AND
EMPLOYEES:
Charles 'Association. Almost from

its very inception, the Association has been especially fortunate in having a Secretary and Superintendent who discharged their complex and at times difficult duties not only with exceptional ability, hut with genuine love for their work and sincere enthusiasm for the aims of the Association. To them, as well as to our efficient clerks and stenographers, much of our success is due, for without their aid much of that which has been accomplished would have remained undone. Personally I am indebted to them for constant assistance and commend them to our successors, who, too. will benefit by their devotion and loyalty in a good cause.

HOPES AND WISHES FOR THE FUTURE.

Hoping that all the essential elements of progress will ever unite and that the voice of the Merchants' Association will ever remain

the conscience of the factors united for the prosperity and happiness of our City, I thank you all for your kind presence here tonight and trust that you will continue to cheer those who follow us in their devoted efforts for the advancement of San Francisco. Strive always to hold high the cherished banner of civic pride, progress and patriotism. Sustain and strengthen the arms of its advocates. Thus you will make San Francisco the best governed, the most healthful, the most beautiful, the most prosperous city in our blessed land.

SEVENTH ANNUAL MEETING

MERCHANTS' ASSOCIATION.

ACADEMY OF SCIENCES HALL, MAY 29, 1901

Synopsis of the Proceedings.

The seventh annual meeting of the Mcrchants' Association was held at the Academy of Sciences Hall on Wednesday evening, May 29, 1901. President Dohrmann presided and a large number of Directors and members were present.

ANNUAL REPORT OF THE BOARD.

After the adoption of the minutes of the last meeting of the Association, the secretary read the Annual Report of the retiring Board of Directors, which is published in full on the last page of this number of the Review.

RESULT OF THE ANNUAL ELECTION.

The result of the annual election, as shown by the votes polled and canvassed by the election committee, was the unanimous election of the following fifteen members presented by the nominating committee as the regular ticket: O.D. Baldwin, C.S. Benedict, Charles Bundschu, Foster P. Cole, Andrew M. Davis, W. J. Dutton, M. Greenebaum, Marshal Hale, A. J. McNicoll, W. J. Newman, Edward B. Pond, W. P. Redington, Frank J. Symmes, A. H. Vail, F. H. Wheelan.

RESOLUTIONS UPON RETIRING DIRECTORS.

Director Charles Bundschu delivered the following eloquent address, expressive of the profound appreciation of the Merchants' Association for the valuable services of the retiring members of the Board:

Mr. Chairman and Members of the Association:

As one of the members of the newly elected Board of Directors I wish to give expression, in a measure also on behalf of those similarly concerned, to a feeling of gratitude for the honor and distinction of reelection. To a feeling of gratitude also, that it should he my privilege to emphasize the deep impression of sorrowful solicitude that in the composition of our new Board so many domineering changes should have become necessary. The strenuous efforts of our Nominating Committee did not succeed in retaining in our present organization the most valuable and experienced of our directors, those who have stood with an implied purpose for many years as an incontestable phalanx of strength, barmony and perseverance for the best interests of our Association. We are henceforth to miss the wise and impartial judgment and guidance of our worthy President, Mr. F. W. Dohrmann, and the hearty and powerful co-operation of our 1st and 2d Vice-Presidents, Mr. A. S. Baldwin and Mr. Joseph D. Grant; we will also be deprived of the cordial spirit of our co-directors Mr. Edward H. Mitchell and Mr. Hugo Rothschild, the latter the faithful and unrelenting: "Noli me tangere" of our

hard-earned revenues .- Speaking as one of the Directors who has had for a succession of years the good fortune and advantage of a sociation with these gentlemen, I wish to express to them publicly my deepest regret at the necessity of their withdrawal. 1 am satisfied that from the lips and hearts of everyone of your colleagues today reverberates the melancholy echo of this sentiment and also the most profound declaration of an everlasting remembrance of the congenial fellowship in which we stood so cheerfully together. You have given many valuable hours and days to the promotion of good government in this city-you have faithfully, untiringly and disinterestedly cherished and defended the great principles of honesty and progress in municipal affairs, and while you today retire from this public trust, your shining example will continue to encourage others to follow in your footsteps, and thus to establish in time a higher standard, a brighter conception and a broader and more ideal definition of true citizenship in San Francisco. The Merchants' Association can hardly thank you adequately for your labors and for your successful efforts. Still I take pride and pleasure in offering to the members, assembled in this yearly meeting in connection herewith, the following simple Resolutions for their adoption and ratification:

Resolved, That the Merchants' Association hereby expresses its profound appreciation of the valuable services rendered in behalf of the Association by the five retiring members of the Board of Directors.

Resolved, That their constant devotion to the hest interests of the Association and to the welfare of the City merits the highest recognition of every member of the Merchants' Association and every patriotic citizen in San Francisco.

Resolved, That these resolutions be presented to each of the retiring Directors and be spread upon the minutes of the Merchants' Association.

The resolutions were ratified by a unanimous vote and Mr. Bundschu passed them over to the Secretary with a recommendation for further action.

PRESENTATION TO PRESIDENT DOHRMANN.

Ex-Director Manfred S. Kohlberg then made the presentation address to President Dohrmann, and read the resolutions, as published on the first page of the Review. The resolutions were unaninously adopted upon a rising vote, and, on behalf of the Merchants' Association, the beautiful album, signed by all the members of the Association, was presented to President Dohrmann. His impressive response is published in full on the second page of this number of the Review.

EXTRACT FROM THE REPORT OF THE GRAND JURY

May 31st, 1901.

"CIVIL SERVICE COMMISSION— We think this department is well and economically conducted and that the Commissioners are honestly endeavoring to establish the Merit System in the departments of the municipal government under their control. We have investigated reports ad-

verse to the conduct of this Commission, and have failed to find any ground for adverse comment. The Commission has held 47 examinations for which 2242 persons made application. Of this number 1131 applicants passed, 554 were appointed, and 310 are now employed, the need for the others having ceased."

MERCHANTS' ASSOCIATION

REVIEW.

J. RICH'D FREUD, - - - - EDITOR

Circulation, 10,000 Copies.

Issued monthly at the office of the Association, Mills Building, 7th Floor, Rooms 7, Sand 9. Telephone, Main 5945. FOR FREE DISTRIBUTION TO MEMBERS and others interested in municipal scales.

POLICY OF THE REVIEW.

No personal, partisae or sectariae question admitted to these columns.

No advertisements are inserted and no subscripting price is charged.

Communications must bear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the Review.

Our President for Seven Years.

Seven years ago it was our privilege, with forty-six public-spirited citizens, to organize the Merchants' Association for the improvement of San Francisco. It was a self-imposed task fraught with many difficulties. Municipal affairs were then in a chaotic condition. Take the public streets as an example. They were dirty and poorly swept; the pavements on the main thoroughfares were rough and badly kept; sprinkling was done spasmodically by private watering carts; flickering gas jets served for lighting; unsightly poles and wires disfigured the highways. Take the City government as another illustration. An obsolete Consolidation Act, created nearly a half century ago and rendered incongruous by over four hundred legislative amendments, dominated the municipality.

Amid such unfavorable conditions the Merchants' Association was born. Its mission was to remedy these and other evils. The world's history shows that emergencies give birth to leaders. Fortunate iodeed was that little group of merchants seven years ago to find, within its limited ranks, one who combined rare administrative and executive talents. In selecting F. W. Dohrmann as the President of the Merchants' Association, its future success was assured and its high destiny sealed.

It is given to few persons to possess many sterling qualities in an eminent degree. Conservative yet progressive, earnest, honest, patient, diligent, patriotie—these, among his other virtues, mark Mr. Dohrmann as a natural leader among men. The most complex problems yielded to his masterly treatment.

Not discouraged by four previous failures of San Francisco to get a new organic law, he conceived the idea of holding the Charter Convention of One Hundred, composed of representatives of all classes of our people. To this Convention the present Charter owes it origin and adoption.

It would far exceed the limits of this article to present a fair estimate of the character and public services of F. W. Dohrmann. Those who have enjoyed intimate association with him can truthfully attest the nobility of his nature. Those who have witnessed the unselfish devotion of his labors, know full well their deserved place in the recent history of San Francisco.

Upon the corner stone's skillfully laid there has been reared numerically the largest organization of progressive merchants in the world. The work so well begun will not pause. The past of the Merchants' Association is but the precursor of still grander results. San Francisco has taken on new hope and renewed life. The labors of the Merchants' Association will not cease until our beloved city has won front rank as a leading metropolis of the world.

MERCHANTS' ASSOCIATION OFFICERS AND DIRECTORS.

ANDREW M DAVIS......Second Vice-President. O D. Haldwin & Son.

C S. BENEDICT
FOSTER P. COLE.
John Brenner Co.
W. J. DUTTON.
Greenchaum, Well & Michels.
MARSHAL HALE.
A. J. McNicoll.
A. J. McNicoll.
A. J. McNicoll.
W. J. NEWMAN
Newman & Levinson.
EDWAIN B. POND
San Francisco Savings Union.
W. P. Redington & Co.
A. H. VAIL
Saphorn. Vall & Co.
F. H. WHEELAN
Southern Pacific Milling Co.
Ricci'd Fried
King.
M. King.
Stanging Committees.
Stanging Committees.

STANDING COMMITTEER.

PUBLIC AFFAIRS.

ANDREW M. DAVIS,
MARSHAL HALE,
A. H. VAIL.
A. H. VAIL.

REDINGTON,

V. J. DUTTON, NEBAUM.

RELIABLE

BUSINESS GUIDE TO SAN FRANCISCO.

OFFICIAL LIST OF MEMBERS

NUMBER OF MEMBERS JUNE 1, 1901 - 1285.

NOTE.—Our Constitution provides that any business firm in good etanding may become a member.

Each firm has but one vote, but may be represented at the meetings of the Association by any or all of its members, or by such employees as it may designate for that purpose. There is at present no initiation fee to pay, and the dnes are only \$1.00 per month.

HONORARY MEMBERS - - Merchants' Association of New York

S OF MEMBERS CLASSIFIED ACCORDING TO BUSINESS.

MARSHAL HALE, A. H. V	A.
PUBLICITY AND PROMOTION.	
CHARLES BUNDSCHU, Chairman FOSTER P. COLE, W. J. NEWMAN, F. H. WRE	١,
FOSTER P. COLE, W. J. NEWMAN, F. H. WRE	P.
7. J. Manaka, F. H. WRE	gE
TRADE AND FINANCE. ANOREW M. DAVIS, Chairman.	
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O D. BALDWIN, C S. BENEOICT, M. GREI	EN
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FIRM NAME	7
ACCOUNTANTS AND AUDITORS.	-1
Amreth & Amrath124 Sutter	Ы
Barrow, Wade, Guthrie & CoMills Bldg Langdon Walter QMills Bldg	١.
2146	5
Barnhart and Swasey	1
Barnhart and Swasey	٠,
ADVERTISING CARDS.	1
Stuparich Mfg. Co., The	
AGENTS.	
Bancroft Paul	
Sanderson, Geo B238 Montgomery	1
Pancroft, Paul	
AGRICULTURAL IMPLEMENTS.	1
Deere Implement Co 200 Market	П
Hooker & Co16 Drumm	н
Deere implement Co	1
Curlett, Wm	П
Curtis, John M	1
Mooser William & Son 14 Orest Ave	П
Polk, Willis	!
Reid BrosClaus Spreckels Bidg	н
Swain E. R. Cresker Pide	Ł
Curlett, Wm	н
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California Art Olass, B. & C. Works 120 Second	1
ART GOODS.	Į.
Cohon W	r
Oump. S. & C	Ł
Kennedy-Rabjohn Art Co	Ľ
Sanborn, Vail & Co741 Market	Н
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ASPARAGUS CANNERS.	Р
Hickmott Asparagus Canning Co I California	Ш
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Bonnet, B. & Son100 Montgomery Ave	
ASSAYING.	1
Price, Thos. & Son	1
AUCTIONEERS.	١.
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Dinkelaplei, J. S. & Co	×
Ordway, W. C	
Chese, Fred H. & Co.	A
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ľ	Nevada National Bank of San Francisco	
	Savinge and Loan Society 101 Montgomery S. F. Savinge Union 532 California Security Savinga Bank 222 Montgomery Wells Fargo & Co'a Bank Sansome & Market	
ł	BAR FIXTURES.	ı
Į	Fincke, Oscar	ı
J	BARBERS' SUPPLIES.	ľ
ı	Deckelman Bros106 Ellis	ı
Ì	Will & Finck Co818 Market	I
1	BARREL MANUFACTURERS.	
I	California Barrei Co	
I	Farnham, John	l
ł	BAZAARS.	I
l	Emporium and Golden Rule BazaarMarket	I
I	BEER BOTTLERS.	l
l	Enterprise Bottling Co 2745 Sixteenth	ı
	Frederickshurg Bottling Co1510 Ellie	Į
l	BELTING-LEATHER.	Ì
l	Cook, H. N. Belting Co317 Miesion Helns, Alex	l
	BICYCLES.	
ı	Ailen, I. P	
ı	American Bicycle Co304 McAllister Christoffer, C. M	
	Atlen, I. P	
	Pope Manufacturing Co	
	BILL POSTERS.	
	Owene, Varney & Green Market and Tenth	
	BOILER WORKS.	
	Eureka Boiler Works113 Mission	
	BOLT MANUFACTURERS.	
	Payne's Bolt Works121 Howard	
	BOOKBINDERS.	
	Hicks-Judd Co	
	BOOKS AND STATIONERY.	
	American Tract Society15 Grant Av.	
1	Comparing Comp	
1	iansk & Hargens107 Montgomery	į
1	Mitchell, E. H	
]	Robertson, A. M	
370	S. F. Newe Co	
	BOOTS AND SHOES.	ĺ

			DUSTINESS.
ACCOUNTANTS AND AUDITORS.	Germania Trust Co	I Nolen I C & Co	
Amreth & Amrath124 Sutter		Philadelphia Shoe Co	Hofmann & Woenne
Barrow, Wade, Guthrie & CoMille Bldg Langdon Walter QMille Bldg	London & S. F. Bank, Ltd424 California	indential, reder & Co II Sansome	Kniegy Albert 1818 18th Awa Court
ADVERTISING.	London, Paris & American Bank, Lim-	S. F. Shoe House	Toly Helibron & Co
	Mercantile Trust Company of San Fran-	Siebe Shoe Co	Taaffe, Wm. & Co1537, 15th Avs. South
Barnhart and Swasey	cleco		
ADVERTISING CARDS.			Proffic Putchen Cucala Co.
Stuparich Mig. Co., The	Mutual Savings Bank of San Francisco	19 Spand	Pacific Butcher Supply Co770 Mission
AGENTS.		Young, George H117 Bush	
Pancroft, Paul	Savinge and Loan Society 101 Montgomery	BREWERIES.	Center John N.F. cor 15th and Chatterill
Sanderson, Geo H			
Taylor, H. HMilla Bldg	Security Savings Bank	National Brewing Co	Ehrennfort Wm
AGRICULTURAL IMPLEMENTS.	RAD PIYMUDES	SCHUSTER & Kropke	TI COLOR TO MATERIA
Deere implement Co209 Market			Honkins, E. W
Hooker & Co	BARBERS' SUPPLIES.	BREWERS' & BOTTLERS' SUPPLIES.	
ARCHITECTS.	Deckelman Bros	Abramson-Heunisch Glass Co10 Main	Levy, H. M
Curlett, Wm	Will & Finck Co	Dauer-Schweitzer H & M Co 677 Seasomante	Phelan, Jas. D. Phelan Ridge
	HADDER BLANKING A COMPLETE WATER	rici mann & Co	
Meggs, Herbert B		BRIDGE BUILDERS.	Spring Valley Water Works
		Las y Coll, Dai Dy	
Reid Bros	Farnham, John317 Bay	S. F. Blidge CoZZ0 Market	Thompson, M. M
Shea & Shea	BAZAARS.	BROKERS-CUSTOM HOUSE.	CARPENTERS AND BUILDERS.
ART GLASS.	Emporium and Golden Rule BazaarMarket	Bellingali, P. W	McLerie, H. J
California Art Olass, B. & C. Works			Rohinson & Glilespie337 Sucter
120 Second	BEER BOTTLERS.	Helse, Chas, Ed. & Co	CARPETS.
ART GOODS.	Enterprise Bottling Co2745 Sixteenth Frederickshurg Bottling Co1510 Ellie	Maybew, H. B. & Co424 Rettery	Cordes W. F Emporing
Cohen, H		Battery	Guilliadul Dios
Kennedy-Rahiohn Art Co. 10 Post	Cook, H. N. Belting Co317 Mieston	BROKERS-MERCHANDISE AND GENERAL.	Hulse, Bradford & Co
	Helns, Alex	Booth F. E 122 Davie	
	BICYCLES.	DuVal. W. M. & Co 221 Front	Walter, D. N. & E. & Co529 Market
ricacty, Atkens & Tolly224 Post	Ailen, I. P	Mackie, Wm. 53 Flood Bidg Page Broe. 302 California	CARPET CLEANING WORKS.
ARTIFICIAL STONE PAVING.	Ailen, I. P	Palache, R. K	Boston Carpet Cleaning Works329 Cuerrero
Oray Bros228 Montgomery	Leavitt & Bill 309 Larkin	Woods, Malilard & Schmiedell307 Sansome	Country Bros
ASBESTOS COVERINGS.		OROKERS-STOCK, BOND & GRAIN.	Dampton & Ballly
McDearmon & Co	variet, 1. H. B1331 Market	Ames, Worthington324 Montgomery	Sanitary Cleaning Co
	BILL POSTERS.	Blow, A. W. & Co	CARRIAGE COMPANIES.
ASPARAGUS CANNERS.	Owene, Varney & Green Market and Tenth	Blow, A. W. & Co	United Carriage CoPalace Hotel
Hickmott Asparagus Canning Co California	BOILER WORKS.	Girvin & Eyre	CARRIAGE AND RUGGY MANUFAC-
ASPHALTUM ROOFERS.	Eureka Boiler Works113 Mission		TURERS.
Bonnet, B. & Son100 Montgomery Ave	BOLT MANUFACTURERS.	Politzer & Co. Clupie Bldg Pollitz, Edward & Co. 403 California	Bahbitt, J. H314 McAllister
ASSAYING.	Payne's Bolt Works121 Howard	Rehfisch & Hochstadter413 California	Glenn, A. G. & J. Q
Price, Thos. & Son524 Sacramento	ROOKBINDERS.	BROKERS-TICKET.	Grave, B. & Co
AUCTIONEERS.	Hicks-Judd Co23 First	Ottinger, A	O'Brian & Sone Golden Oats Ame & Dally
Chese, Fred H. & Co	rumps Bros	BROOMS, BRUSHES AND WOODEN-	Schindler, H. B
Ordway, W. C	BOOKS AND STATIONERY.	WARE.	Wertsch, William100 Golden Gate Ave
Spear, E. S. & Co81 Sutter	Cuppingham Curtiss & Weich 210 Sassawa	Van Laak, The Mig. Co3178 Seventeenth	CASH REGISTERS.
BAGS, BALE ROPE AND BURLAP.	American Tract Society15 Graut Av. Cunningham, Curtisa & Welch319 Sansome Elder & Shepard	BUILDING AND LOAN ASSOCIATIONS.	Autographic Register Co523 Market
Gulf Bag Co	Hammond, J. D	Pacific States S. L. & B. Co410 Pine	Hallwood Cash Register1327 Market
DAKERIES.	Mitchell E H age post	Continental Building & Loan Associa- tion	CATE JER.
Prost & Komsthoett		BUILDING MATERIALS.	Wheeler, Chas. S1206 Sutter
Simkina & Thorp115 Erie	Robertson, A. M		CEMETERIES.
BANKS AND BANKERS.	Tauzy, J	Waterhouse & Price206 Kearny	Henderson, John, Mgr. Mt. Olivet Cemetery
American Bank & Trust Co200 Montgomery	BOOTS AND SHOES.	BUILDING PAPER MANUFACTURERS.	918 Market
Anglo-Californian Bank Limited 700 Sansomo	Buckingham & Hecht225 Bush	Pacific Refining and Roofing Co	CENTRAL PARK ASSOCIATION.
Bank of California	Cahn, Nickelaburg & Co	Paraffine Paint Co	McNeill, D. R1187 Market
Cal. Safs Deposit & Trust Co	Melin N. L 994 Stockton	BUTCHERS.	CHAIR MANUFACTURERS.
Canadian Bank of Commerce	Kast & Co	Baccus, R. T. S.W. cor. O'Farrell and Mason	Heywood Bros. & Wakefield Co661 Mission
Columbian Banking Co C. Spreckela Bldg	Koenig, F 123 Kearny	Bayle, Lacoate & Co	CHARCOAL
	Kutz, The G. M. Co	Buckham, Robert P Sixteenth	Ohlandt, N. & CoIndiana and Yolo
San Francisco	Maier, Chas	Clayburgh & George 220 Keardy Docourtieux, A	CHEESE IMPORTERS.
German Savings & Loan Society.528 California	Noian Bros. Shoe Co	Fiageoliet, Henry C	Schlerel & Braker
			Trong Progr

Merket	Hofmann & Woenne
Third	Katz, F. & Sons California Market
Kaarny	Knierr, Albert1515 15th Ave South
Market	Stone, Leon D. & Co
0 Maln Kearny	Taaffe, Wm. & Co1537, 15th Ave. South
Fourth	BUTCHERS' SUPPLIES.
	Double Dutable C 1 C
Second Market	CAPITALISTS.
Bush	
	Bishop, Chae. R
oward	Dean, Waiter E
Fulton 8 Noe	Ebrenpfort, Wm801 Fillmore
lencia	Gage W. S
lorida Dwich	Hopkins, E. W
LIES.	Hopkins, Timothy Mills Building
Main	Moore, A. A. Jr. Claus Spreckels Ride
mento	Phelan, Jas. DPhelan Bldg
mento	Spreckels, Claus
	Spring Valley Water Works
East farket	Thompson R R
1 SI KUL	Dean, Walter E
attery	McLerie H J
attery	McLerie, H. J. .312 Church Murray, S. C. .632 Howard Robinson & Gillespie. .337 Sucter
ngton	
attery	CARPETS.
attery	Cordes W. F. Emportum Guillixson Bros
ND	Hulse, Bradford & Co
12,	Schlueter & Volherg217 Sutter
Davie Front	Schlucter & Volherg
	CATION OF TAXABLE PARTY
Bidg	CARPET CLEANING WORKS.
Bidg	Boston Carpet Cleaning Works. 703 Valencia
Bidg	Boston Carpet Cleaning Works. 703 Valencia Cal. Carpet Cleaning Works 329 Guerrero Conklip Bros 323 Golden Osta Ave
Bidg fornia Front	Boston Carpet Cleaning Works. 705 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkilo Broa
Bidg fornia Front nsome	Boston Carpet Cleaning Works. 703 Valencia Cal. Carpet Cleaning Works 229 Guerrero Cooklib Bros
Bidg fornia Front nsome IAIN. omery fornia	Boston Carpet Cleaning Works 703 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkilo Bros 333 Golden Cate Ave Hampton & Bsiliy 448 Church Sanitary Cleaning Co 142 McAllister Spaulding, J. & Co 353 Tahama
Bidg fornia Front isome AIN. omery fornia omery	Boston Carpet Cleaning Works 703 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkilo Bros 333 Golden Oste Ave Hampton & Bsiliy 448 Church Sanitary Cleaning Co 442 MeAillister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES.
Bidg fornia Front isome AIN. omery fornia omery fornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 229 Guerrero Cookito Broa 333 Golden Gate Are Hampton & Bsilly 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel
Bidg fornia Front isome AIN. omery fornia omery fornia Pine	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front isome AIN. omery fornia mery fornia Pine Pine Bidg	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front asome AIN. omery fornia mery fornia Pine Pine Bidg fornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front isome AIN. omery fornia mery fornia Pine Pine Bidg	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front issome AIN. omery fornia omery fornia Pine Bidg fornia ornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front issome Mery fornia mery fornia Pine Bidg fornia ornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front issome AIN. omery fornia omery fornia Pine Bidg fornia ornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Oate Are Hampton & Bailiy 448 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFAC-
Bidg fornia Front issome Mery fornia mery fornia Pine Bidg fornia ornia	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkilo Bros
Bidg fornia fornia fornia mery fornia omery fornia Pine Pine Bidg fornia ornia arket	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works. 223 Guerrero Cookilo Broa. 333 Golden Gate Are Hampton & Bsilly. 488 Church Sanitary Cleaning Co. 422 McAillister Spaulding, J. & Co. 353 Tahama CARRIAGE COMPANIES. United Carriage Co. Palace Hotel CARRIAGE AND RUGGY MANUFACTUREITS. Babbitt, J. H. 314 McAillister Glenn, A. G. & J. Q. 1821 Market Glenn, A. G. & J. Q. 1821 Market Grave, B. & Co. 421 Pacific Holmes H. E. & Co. 240 Folsom Larkins & Co. 634 Howard O'Brien & Sons. Golden Gate Ave. & Polk Schindler, H. B. 123 Spear Studebaker Bros. Mig. Co. Market & Tenth Wertsch, William. 100 Golden Gate Ave. & CASH REGISTERS.
Bidg fornia Front isome AIN. Omery fornia Pine Pine Bidg fornia ornia arket DEN-	Boston Carpet Cleaning Works. 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cooklib Broa 333 Golden Gate Are Hampton & Bailly 448 Church Sanitary Cleaning Co 424 McAllister Spauding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFACTUREIS. Babbitt, J. H 314 McAllister Glenn, A. G. & J. Q
Bidg fornia fornia front hsome AIN. mery fornia ornia Pine Pine Pine Pine Arket OEN- eenth ONS. Pine	Boston Carpet Cleaning Works 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Gate Are Hampton & Bsilly 488 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFACTUREITS. Babbitt, J. H 314 McAllister Glenn, A. G. & J. Q 1821 Market Grave, B. & Co 421 Pacific Holmes H. E. & Co 240 Folsom Larkins & Co 634 Howard O'Brien & Sons Golden Gate Ave. & Polk Schindler, H. B 123 Spear Studebaker Bros. Mig. Co Market & Tenth Wertsch, William 100 Golden Gate Ave. CASH REGGISTERS. Autographic Register Co 522 Market Hallwood Cash Register 1327 Market CATE 4ER.
Bidg fornia Front isome AIN. mery fornia mery fornia Pine Bidg fornia ornia arket DEN- eenth ONS.	Boston Carpet Cleaning Works 203 Valencia Cal. Carpet Cleaning Works 223 Guerrero Cookilo Broa 333 Golden Gate Are Hampton & Bsilly 488 Church Sanitary Cleaning Co 422 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFACTUREITS. Babbitt, J. H 314 McAllister Glenn, A. G. & J. Q 1821 Market Grave, B. & Co 421 Pacific Holmes H. E. & Co 240 Folsom Larkins & Co 634 Howard O'Brien & Sons Golden Gate Ave. & Polk Schindler, H. B 123 Spear Studebaker Bros. Mig. Co Market & Tenth Wertsch, William 100 Golden Gate Ave. CASH REGGISTERS. Autographic Register Co 522 Market Hallwood Cash Register 1327 Market CATE 4ER.
Bidg fornia Front isome AIN. Omery fornia Omery fornia Pine Pine Bidg fornia Ornia Ornia Arket DEN- eenth ONS. Pine some	Boston Carpet Cleaning Works 203 Valencia Cal. Carpet Cleaning Works 229 Guerrero Conkilo Bros 333 Goiden Oats Ars Hampton & Bsiliy 485 Church Sanitary Cleaning Co
Bidg fornia fornia front hsome AIN. mery fornia ornia Pine Pine Pine Pine Arket OEN- eenth ONS. Pine	Boston Carpet Cleaning Works 23 Guerrero Cal. Carpet Cleaning Works 22 Guerrero Cookilo Broa 333 Golden Gate Are Hampton & Bsilly 48 Church Sanitary Cleaning Co 42 McAllister Spaulding, J. & Co 353 Tahama CARRIAGE COMPANIES. United Carriage Co Palace Hotel CARRIAGE AND RUGGY MANUFACTUREITS. Babbitt, J. H 314 McAllister Glenn, A. G. & J. Q 1821 Market Grave, B. & Co 421 Pacific Holmes H. E. & Co 240 Folsom Larkins & Co 634 Howard O'Brien & Sons Golden Gate Ave. & Polk Schindler, H. B 123 Spear Studebaker Bros. Mig. Co Market & Tenth Wertsch, William 100 Golden Gate Ave. & CASH REGGISTERS. Autographic Register Co 522 Market Hallwood Cash Register 1227 Market CATE 4ER. Wheeler, Chas. S 1206 Sutter

CHEMICAL WORKS.	Hume, R. D. & Co	Curtin, C	Plum, Chas. M. & Co1201 Market
California Chemical Works	Ivancevich, J. & Co209 Washington Kittle & Co202 California	Davis, R. D. & CoGeary and Grant Ave Dinkelapiel, L. & Bons	Sloane, W. & J. & Co
Western Chemical Co	Landaberger & Son	Grand Bros	Sterling Furniture Co
Curtie, J. M. & Son123 California	Leist, C. J. & CoSacramento & Davis Lercari, C. J & Co	Haie Bros	Wilson Bros
CHEWING GUM MANUFACTURERS.	Levy, E. M. & Co	Kennedy, R. T. Co	FURNITURE MOVING COMPANIES.
American Chicle Co27 Main	Lichtenberg, R	Livingston Bros	Gisalow, L
CHIMNEY PIPE. Clawson, L. E. & Co1340 Market	Macpherson, A. M	Michele & Wand	FURS. Berwin & Gassner
CHINA DECORATORS.	Martin, Feueler & Co	Murphy, Grant & CoSansome & Bush Muser, Otto	Hofish Man 107 Grant Ave
Perley, M. E215 Post	Montealegre & Co	Newman & Levinson	Kocour, Ad
CHOCOLATE MANUFACTURERS. Ghirardelli, D. Co	Pettigrew, John M	Priester, Joseph	FUSE MANUFACTURERS.
CHRONOMETERS AND NAUTICAL	Perter Bros. & CoWashington & Drumm Price, W. C. & Co	Sacin bros. & Co	Ensign, Bickford & Co230 California
Pascoe, J. C	Scatena, L. & Co104 Washington	Samuele Lace House Co., The D235 Eutter Echmidt, Seo J. & Co125 Sansome	GAS FIXTURES,
Pascoe, J. C	Schwarts Bros	Schoenhelz Bros. & Co	California Gas Fixture Co
CIGAR AND TOBACCO DEALERS. Adler, Beb	Siesa, Louia & Co	Strauss, Levi & Co	GAB ENGINES AND SCALES.
Aubin, Aug. H	Sresovich, L. G. & Co	Weill, Raphael & CoKearny and Post Weinstock, Lubin & CoMarket & Taylor	Fairbanks, Moras & Co
Brendt, Jacob. 415 Bettery Certer, Dan P. 84Z Market	Welch & Co	DYEING AND CLEANING.	GAS GOVERNORS.
Dripkhouse, J. A. Co225 Battery	Wetmore Bres	F. Thomas Dyeing & Cleaning Works, The	Universal-Pacific Gas Governor Co
Gunat, M. A. & Co	Whitney, C. E. & Co	Hickman, Henry	GAS REGULATORS.
Judell, H. L. & Co	Wolf & Sona	Works Grant Ave	Gas Consumers' Association344 Post
Lengetadter, I. S	Wolff, William & Co	EDUCATIONAL INSTITUTIONS. California Business College205 Larkin	GENERAL MERCHANDISE, Levin, J. & Co
Michalitschke Bros	Young, Carlos G	Heald's Business College	GLASS MANUFACTURERS.
Ordenetein Max	CONFECTIONERS.	ELECTRIC SIGN MANUFACTURERS.	United States Glass Co
Rinelde Bros. & Co	Bernheim & BlumPolk & Butter De Martiol, L. Supply Co516 Front	Novelty Sign Co	GLOVES. Limousin, C121 Grant Ave
Schmidt & Bendixen Market Werthelmer Co., The Beitery	Gruenhagen & Co	ELECTRICAL AND MECHANICAL ENGINEERING.	Moss, Geo. A
Willard Broa636 Market	Haas, Geo. & Son	Doble Co., AbnerFremont and Howard Electrical Engineering Co509 Howard	Steinberger & Kalisher20 Sutter
CIGARETTE MANUFACTURERS.	Lechten Bros	ELECTRICAL AND RAILWAY SUP-	GLUE MANUFACTURERS.
John Boliman Co., The	Maekey, Frank	PLIES.	California G.ue Works
Weil, W. M. Co	Seidl, J. & Co	Brooks-Folia Elec, Corp	Back, F. J
CLEANSING COMPOUND.	Townsend, W. B639 Market	Electric, Railway & Manufacturers' Sup- ply Co	GRAPHOPHONES AND PHONOGRAPHS
Utice Cleaneing Compound Co21 Spear	COOPERS. Herbert & VogelN.E. cor. Broadway & Front	General Elec. CoClaus Spreckels Bldg Klein Elec. Works, The J. M421 Montgemery	Columbia Phonograph Co125 Genry
CLOAK AND SUIT HOUSES. Cailleau, Armand	CORDAGE MANUFACTURERS.	Summernayes, W. R	GROCERS.
Columbia Cloak and Suit House1022 Market Davidson, D. M. & Co52 First	Tubba Cordage Co811 Front	ELECTRICAL MACHINERY. Westinghouse Electric & Mfg. Co	Bibo, Newman & Ikenberg1447 Polk Claussen, C
Golden Gate Cloak and Buit House. 1230 Market Kelly & Liebea	COTTON GOODS. California Cotton Milis Co310 California	Milla Bldg.	Coghill & Kohn 200 Front
Mcesager, E	CRACKER MANUFACTURERS.	ELECTRO-PLATERS. Dennieton'e San Francisco Plating Works	DeWitt M & Co
CLOTRING DEALERS.	American Biecuit Co Broadway and Battery	Golden Weet Flating Worke	Ehrman, M. & Co
Benedict & Turner23 Montgomery Brown Bros. & Co121 Sansome	Macdenald, J. G	S. F. Novelty Plating Works515 Mission	Graham, John T. Precita Av. and Alabama St. Granucci Bros
Frank Bros. 535 Kearny Gildea, J. J	CREDIT BUREAU. Merchants' Credit Assn. of Cal., 123 Californie	ELEVATOR MANUFACTURERS. Cabill & Hell Elevetor Co133 Beale	Hass Bros
Hirsch Bros	CROCKERY AND GLASSWARE.	Hall, C. 1. & Co	Hartter, Hayes & Co
Hoffman, Rothchild & Co	Anglo-American C. & G. Co	McNicoll, A. J. & Co	Irvine Broa Dur Polk
Kellus, Chas. & Co. 132 Kearny Mandel, Pursch & Wiener125 Saneome	Cowen & Cowen	EMBROIDERIES AND LACES.	Keefe, D. F
Merle, L. V	Schloss Crockery Ce		Levi, H. & Co
Neuetadter Brea	Webrii, Albart	ENGINEERS-ELECTRICAL.	PRIES Bros. & Co
Raphael's	CUTLERY. Helliwell, R	Wass, D. D	Rathjen Bros
Summerfield & RomanFifth and Market COAL DEALERS.	DOORS AND WINDOWS.	MECHANICAL,	Smith's Cash Store
Allen, Chas. R		Cobb & Hesselmeyer 58 Thurlow Block ENGINEERS' SUPPLIES.	Stunker & Chisen. 200 O'Farrell Sussman, Wormser & Co
Campbell, Arthur C	Ayres & Co	Pickthall, M. & Co	Tillmann & Bendel
Fritch, Geo	Bocarde, J. B., Drayage Co22 Drumm	Winans, J. C151 Frement	West, Elliott & Gordon
Middleton, John	Farneworth & Ruggles	ESSENTIAL OILS.	
Morten, Thomas	Mortoo Draying & Whse. Co., The 110 Battery Overland Freight Transfer Co5th & King	EXPORTERS AND IMPORTERS.	Shreve, G. W
Rosenfeld's, John, Sens. 202 Sansome	Raubinger Bros	Wellman, Peck & Co	Shreve & Barber
Han Francisco et San Joaquin Coal Co	Strause, K	Western Expanded Metal & Fire Proof-	Goldstein & Cohn 822 Market
Btafferd, W. G. & Co	Union Transfer CoBryant & Second Western Transfer & Storage Co323 Front	lng Ce415 C. Epreckele Bldg	Strosynski, Stanislaus
Wilson, J. C. & Co	DRUGGISTS.	FIREWORKS. California Fire Works Co	Bakar & Hamilton Pine
Union Fish Co	Ayers, Edw. N229 Leavenworth	FISH DEALERS.	Bennett Bros
COMMISSION MERCHANTS. Allisen, D. E. & Co117 Washington	Beyley, E. P	Drysellus & Co	Dunham, Carrigan & Hayden Co 19 Beals Froelich, Christian
Armsby, J. K. & Co	Broemmel, J. G. B	Jacquemet, J. & Co	Helbrook, Merrill & Stetson
Caffrey, John 21 Sutter California Product Co 124 California Christy & Wiee Com. Co 327 Sansome	El Monte Pharmacy	Slevere & Boland	lle, J. G. & Co
Christy & Wise Com. Co	Ferry Drug Co	Earl, D. W. & Co129 Crocker Bldg	Mangrum & Otter Inc
Dallman, L. & Co	Fletcher, David MS.W. cor. Van Nees Ave. & Geary	FLOUR MILLS.	Marwedel, C. F
DeBernardi, D. & Co	Lalper, Rd. Drug Co	Deming. Palmer M. Co114 Sacramente Hinz & Plagemann	Mentagua, W. W. & Co
Detela M. P	Lengley & Michaela Co	Sperry Flour Co	Mossford, Mosea
Dodge, Eweeney & Co	Lengfeld's Pharmacy203 Stockton Mack & Co	FRUITS AND VEGETABLES.	Oeborn Hardware & Tool Co
Eveleth-Nach Co422 Front	No Percentage Drug Co949 Market Owl Drug Co1128 Market	Foster, C. M. & Co	Rosekrans, H & Co
Field Mercaptile Co	Redington & Co	FURNITURE-HOUSE AND OFFICE.	raylor & Filtcourd
Galli, A. Fruit Co	Ryan, D	Aronson, A	HARNESS AND SADDLERY, Johnson, J. C. & Co
Getz Bres. & Co		Bateman, William 885 Folsom Breuner, John Co. 957 Market Chicago Clock Co. 113 Grant Ave Eastern Outfilling Co. 1310 Stockton Eastern Country 1310 Stockton	Lastufka Bros
Greenway, E. M	St. Nicholas PharmacyMarket & Hayas	Eastern Outfitting Co	HATTERS. Collina & Co
Giint & Decite) Commission market	Wakelee & Co Bush and Montgomes		
Grinbaum, M. S. & Co., Ltd215 Front Guggenhime & Co118 Devia	DRUGGISTS' SUPPLIES.	Friedman, M. & Co	Fisher & Co Mentromery
Grinbaum, M. S. & Ce., Ltd	DRUGGISTS' SUPPLIES. Beckett, F. A. & Co	Fuller Deck Co., The G. H	Fisher & Co
Grinbaum, M. S. & Co. Ltd. .215 Front Guggenhime & Co. 118 Davia Haight, Fred 8 .212 Front Hansen, John R. & Co. .310 Davia Heckmann, H. & Co. .400 Devia Hilmer & Bredhoff. .88 Califeroia	DRUGGISTS' SUPPLIES. Beckett, F. A. & Co	Fuller Deek Co., The G. H	Fisher & Co. \$ Montgomery Herrmann, C. & Co. \$38 Kearny Hiok, Jaenicke & Co. 29 Second Kine, Louis & Co. 106 Bush Lundstrous, K. A. 606 Kearny
Grinbaum, M. S. & Co. Ltd	DRUGGISTS' SUPPLIES. Beckett, F. A. & Co	Fuller Deck Co., The G. H	Fisher & Co

HAY AND GRAIN DEALERS.	LADIES' FURNISHING GOODS.	Rerman, O	PAINTS AND OILS.
Anspacher Bros	Davis, Schonwasser & Co134 Post Jacobs & Co	Berman, O	Hass-Hucter Paint Co
Chase, W. W. Co	Magnin & Co	Carter & Kelly	Magner Bros
Goss, Cham. E	Marks Bros	Gibson J. T	Nason, R. N. & Co
Morrow, Geo. & Co302 California	LADIES' TAILORS.	Greenshaum, Weil & Michels17 Sansome	PAINTERS AND PAPER HANGERS.
Peters & Cowie	Flamm, G	Haosen & ElrickMarket & Third Hart, M400 Kearny	Brace, N
Somers & Co	Frances, M	Lewinon, J. L. & Co	Bradley & Son
	LAMPS.	Morgan Bros	Fraser, John P
HEATING AND VENTILATING.	Bossch Lamp Co 595 Mission	The Toggery	Hartmann Paint Co
Royal Heaileg Co., Inc210 Mason	LAUNDRIES.	Webster, Jas. S. & Sons	Schuee, Guetavo302 Stockton
norse shoeing.	Empire Laundry Co	MERCHANT TAILORS.	St. Denis, J. & Co
Odea Martin126 Geary	La Orande Lauddry	Bliss, CharlesClane Spreckele Bldg Block & Georges	Stein, M
HOTELS.	U. S. Laundry Association	Berck & Rosenberg	PAPER BOXES.
California HotelBush, near Kearny	LAUNDRY MACHINERY.	Growell, W. L. Co	Pacific Fold, P. B. Factory14 Fremont
Colonial HotelPine & Jones Oallagher, John PLaugham Hotel	Troy Laundry Machinery Co 583 Mission	Lyone, Charles	PAPER AND PAPER DAG
Glase & Trewells	LAW BOOK PUBLISHERS.	Reid, John	MANUFACTURERS.
Hotel RafaelSen Rafael	Bancroit-Whitney Co438 Montgomery	Smith, J	Crown Paper Co
Hotel Bella Vista		Williams Bros111 Sutter	Union Bag & Paper Co406 Front Union Pulp & Paper Co427 Sansome
Stewart M. & C	LEAF TORACCO DEALERS.	METAL WORKS.	PAPER PATTERNS.
St. Nichoiss		American Can Co209 Mission	Butterick Publishing Co., Ltd., The201 Post
	London, H	Figg. John Metal Works	PATENT DOOR OPENERS AND
HOUSEHOLD UTENSILS.	LEATHER AND LEATHER GOODS DEALERS.	Pacific Metal Works	CLOSERS.
Wiester & Co	Bissinger & Co	MICROSCOPES AND BIBLOGICAL	Rischmuller, Gso2449 Nineteentb
ICE DEALERS.	Brown & Adams	SUPPLIES.	PHARMACEUTICAL PREPARATIONS.
Concumers' Ice Co	Harpham & Jansen	Pacific Micro Materials Co431 Montgomery	California Fig Syrup Co
Union Ice Co	Klopper & Dulfer	MILK AND CREAM.	Law, Herbert E 2304 Van Ness Ave Worden, Clinton E. & Co 214 Townsend
INSURANCE.	Stoll & Van Berged	Berkeley Farm-N. J. Nelson1226 Folsom	
Ahpel & Bruckman	LIGHT AND POWER COMPANIES.	Cal, Milk Producers' Assa	PHOTOGRAPHERS.
Atliance Assurance Co416 California Bagga & Stovei411 California		Milihrae CompanyNinth & Mission S. F. Cream Depot	Sewell, Daniel
Bertheau, Cesar	LIME AND CEMENT.		PROTO ENGRAVERS.
Com'l Union Assurance Co418 California Craig, Hugh210 Sansome	Cowell, Heary & Co	MILLINERY.	Bolton & Strong
Davis, J. B. P. & Son	LITHOGRAPHERS.	Coughiev, Jac	Sunset Photo & Engraving Co
Dordin, Geo. DSansome end Bush Fireman's Fund Insurance Co401 California	California Lithograph Co	Holm & Nathan	PHOTOGRAPHIC SUPPLIES.
Fidelity & Casualty CoMutual Life Bldg Forbes, A. B. & SonMutual Life Bldg	Bosoni Printing & Engraving Co., 523 Clay	Speucer & Mitau1028 Market	Bacon, Wm. 0
Grant, Geo. F	Britton & Rey	Toplitz, R. L. & Co	Kirk, Geary & Co220 Sutter
Heroid, Rudolph, Jr415 California lue. Co. of North America412 California	LIVERY STABLES.	MILLWRIGHTS.	PICKLE MANUFACTURERS.
Landera, William J	Clemens, C. J	Dibert Bros. Mfg. Co225 Mission	Fisher Packing Co
Liverpool & London & Globe Inc. Co., The	Kelly, Thos. & Sone	MINERAL WATERS.	Loeffler, John
The		Eggers, Ches. & Co	PLANING MILLS.
Nathan & Kingston	LUMBER DEALERS. Albiog Lumber CoFifth & Hooper	Mt. Shasta Mineral Spring Co8th & Brandan Peoples-Mineral-Hygiene Co642 Howard	Hageen, ABerry, near Sixth
New Zealand Inc. Co	Blyth & TrottSpear & Mission	MINERS' AND ASSAYERS' SUPPLIES.	Townley BrosBeale & Mission
Pacific Mutual Life Ing. Co. of California	Doe, Chas, F. & Co	Teylor, John & Co	PLUMBERS.
Pacific Surety CoSafe Deposit Bldg	Dolbeer & Careon		Forsyth, W. C
Parker, Chas. M. T	Heywood, Franklia	MINING COMPANIES.	Hufschmidt, Henry \$23 Golden Gate Av. lckelheimer, S. & Bro
	Hooper, C. A. & Co	Alaska Treadwell Gold Mining Co. Mills Bldg Bourn, W. B	Murray Bros
Preferred Accident Insurance CoMills Bldg	Meyer, Adolph	Rouvier, Alfred	PORK PACKERS AND PROVISION
Transatiantic Fire Inc. Co218 Seasome	Pope & Taihot	The state of the s	DEALERS.
Transatiantic Fire Inc. Co	Scott & Van Arsdale L. Co5th & Brannan	MISCELLANEOUS FIRMS.	Armour Packing Co
Weller, L. P. F	S. F. Lumber Co Inite & Berry	Suckman, A. E26 Montgomery	Suttgedbach, Joseph
IRON WORKS.	Truckee L. Co. of S. F	MUNICIPAL ENGINEERS.	Roth, Slum & Co
California Iron Yard649 Second	Wigmore, John & Sons Co147 Spear	Ridley, A. E. Brooke598-29 Parrott Bldg	
Morton & Hedley	MACARONI MANUFACTURERS.	MUSICAL INSTRUMENT DEALERS.	POULTRY AND DAIRY PRODUCE.
	California Italian Paste Co347 Sacramento	Curtez, Benj. & Soc	Fodera, A
JAPANESE PRODUCTS AND FANCY GOODS.	MACHINERY AND ENGINEERS'	Heckett Bros. & Co	O'Brten & SpotornoCal. Merket
Marsh, G. T. & Co	SUPPLIES.	Mauvals, The Zeno Music Co769 Market Mauzy, Byron	POWDER WORKS. The California Powder Works 330 Market
Nippon Company	Brownell, Jss. S	Sherman, Clay & Co182 Kearny	PRESS CLIPPINGS.
Solomon, C., Jr	Cyclops Iron Works	MUSTARD MANUFACTURERS.	Allen's Press Clipping Bureau519 Mont'y
JAPANESE AND CHINESE SILKS. Hart, B	Oarratt, W. T. & CoPremout & Natoma Hall, Rohert	Surr. C. C. & Co	PRINTERS.
Mendelson Bros	Martin Pipe & Foundry Co. 33 New Montg'y	NECKWEAR MANUFACTURERS.	Beat & Meyerderks
JEWELERS.	Meese & Gottfried Co	Heineman, H. M109 Sansome	Cubery & Co
Baidwio Jewelry Co844 Market Berth, Rudolph141 Post	Pecific Tool & Supply Co	NOVELTY AGENT.	Eastman, Frank & Co
Britta & Co	Parke & Lacy Co	Scntham, W. C1832 Market	Hughea, Edward C
Eisenberg, A. & Co126 Kearny	Tatum & Bowed	OILS.	Janssen Printing & Binding Co23 Stevenson Marchell, E. L
Glindemand, W	Union Gas Engine Co244 Firet	Arctic Oil Works	
Hell, A. I. & Son	Union Iron Works	Standard Oil Co	Murdock, C. A. & Co
Loaden Diamond Co	MANUFACTURERS' AGENTS.		Partridge, John
Nordman Bros	Hughson & Merton105 Front	OPTICIANS.	Phillips, Smyth & Ven Orden
Radke & Co118 Sutter		Bertsling Optical Co	Roberts, John W
Rothechild & Hadeofeldt207 Sutter Schumscher & Co621 Market	Poett & Center	Chinn-Beretta Optical Co991 Market Hirsch & Kaiser	Spaulding, George & Co
Schuseler, M. & CoClaus Spreckels Bldg Schwartze, K. G	Privodle, Frank M. Co	Kahn, H. & Co642 Market	Sterett Printing Co
8. F. Diamond House225 Sutter Shreve & Co	MATCH MANUFACTURERS.	OYSTER DEALERS.	PRINTERS' INK.
Sorensed, James A	Metropolitan Match Co	Darbee & Immel30 Union Sq. Market Morgan Gyster Co., The	
			PROPERTY OWNERS.
JEWELERS' SUPPLIES.	MATTRESSES AND UPHOLSTERY.	PACKERS OF CANNED SALMON.	Andros, Milton
Armer & Weinehenk	Schroek, W. A	Alaska Packers' Association 308 Market	Flood, James L
Gantner & Mattern	Atkins, R. C. & Sons123 Montgomery	PACKERS OF DRIED FRUIT.	Hewes, D412 Kearsy
Pfister, J. J. Knitting Co Geary	Beumel, Fred J	Sorpele Fruit Ce101 Sanseme	Hooker, C. J

MERCHANTS ASSOCIATION REVIEW, JUNE, 1901.			
Law Hartland	SEEDS AND PRODUCE.	STORE AND OFFICE PIXTURES.	UNIFORMS AND REGALIA.
Markey, John W? Neveda Block Martel, J. L Mountain View, Cal Marye, Geo. T., Jr234 Montgomery		Simmen, John	Pasquels, B. & SonaSutter & Orant Ava Pettibone Bros. Mfg. Co., The
Rodgers, Arthur	SEWER PIPE AND TERRA COTTA. Clark, N. & Sons	STOVE AND IRON FOUNDRIES. Steiger & Kerr	VINEGAR MANUFACTURERS.
Welle, W. H	Steiger Terra Cotta & Pottery Works.	STOVES AND RANGES.	Consumers' Y. & V. Works
PUMPING MACHINERY.	8EWING MACRINES.	Schleck, John C Bluxeme	WAGON & CARRIAGE MATERIALS.
Dow. Geo. E. Pumping Engine Co149 First Jackson, Byron Machine Works411 Market	Evans, J. W	SURGICAL INSTRUMENTS.	Holt Bros Co 30 Matu
REAL ESTATE DEALERS.	Singer Mrg. Co	Folkers, J. H. A. & Bro815 Market Hoppe & Robinson404 Sutter	WALL PAPER AND MOLDINGS.
Ashton & Gardiner	SHEET IRON AND PIPES.	SURVEYING INSTRUMENTS.	Clark, O. W. & Co
Brease O. I. & Co		Lietz, A. Co	Uhl Bros
Buckingbam, A. B	SHIP BUILDERS. Hay & Wright	Long Syrun Refining Co Eighth & Brasnes	WAREROUSES.
Crim W. H. & Co		Pacific Coast Syrup Co	Danforth Warehouse Co., Inc723 Battery Grangers' Business Association. 295 California Haslett Warehouse Co., Ths205 California
Davia, Alfred E	SHIP CHANDLERS.	WOOLENS.	Lemman ProsTownsend & Japan Sansome Street Warehouse, Inc809 Sansome
Gleelman, William, Truetee120 Phelan Bldg	Foard, L	Baumgarles, J. & Co	Searle Warehouse Co., Charles41 Firet
Hendrickels, William Breckels Bldg Heyman, Jacob & Son	SHIPPING AND COMMISSION.	Gellagher, P. H. & Co	WELL BORERS.
Hooker & Leat	Alexander & Baldwin, Ltd308 Market Balfour, Guthrie & Co316 California	Stein, Simon & CoSecond & Market TAILOR TO TRADE.	Lowe, J. W
Megee, Thos. & Sons	Chanman W H	Hilp, Henry	WINES AND LIQUORS.
Oliver, B. P	Johnson-Locke Mercaptile Co123 California	TANNERS.	Adams. Chas. L
Patterson, Geo. W. H. & Co11 City Hall Sq. Pforr, John	Knudeen, C. N. & Co132 Davis	Legatlet-Hellwig Tanning Co 401 Front	Braunschweiger & Co
Schleeinger, Nathan304 Montgomery Shainwald, Buckbee & Co210 Montgomery	Miteul & Co	Norton Tanaing Co	California Wine Association
Smith, Julien420 Montgomery Strasehurger, I. & Co340 Pine	Newhall, H. M. & Co309 Sensome	TANNING EXTRACTS.	Chevalier, F. & Co
Thietleton, Oce. & CoOcean View Umbeen, O. H. & Co14 Montgomery Von Rhein Real Estate Co., Inc., 513 California	Pike, Chee, W. & Co	California Tanning Extract Co., 219 California TEAS, COFFEES AND SPICES.	Eisen Vineyard Co
RECREATION GROUNDS.	Pinet, J. & Co	Prandenetelo, M. J. & Co118 Merket	
Herman, RHarbor View Park	Spreckela, J. D. Bros. & Co327 Market Ciriche, J. F	Castle Bros	Hildebrandt, Posner & Co
REFINERS. Selby Smelting & Lead Wks416 Moutgomery	Williams, Dimond & Co202 Market SHIPSMITHS.	Columbia Coffee & Spice Co	Hoteling, A. P. & Co431 Jackson
RESTAURANTS.	Chrestoffereen & Tway420 Beale	Hills Bros	Korbel F. & Bros
Bay State Restaurant	SHIRT MANUFACTURERS.	Huddleston & Co	Kuhla-Schwarke & Co
Blanco & BrunN.E. cor. Eddy & Mason Breuse, M. A	Ide Geo P. & Co	Schilling, A. & Co	Livingston & Co
Christesen, M. A. C		TELEPHONE AND TELEGRAPH	Lyons, E. G. Co., The
Flacher, E. A	Carlson-Currier Co	Pacific States Telephone and Telegraph	Martin E. & Co
Krope, F. W	SMOKERS' ARTICLES.	Co., The	Meloecke, Chas. & Co
Lareen, C. O	THE REST OF THE PERSON OF THE	TENTS AND AWNINGS.	Much & Lynch 1423 Stockton
Peterson, P	Fischbeck & Glootz307 Sacramento	Mothic & Committee of the Committee of t	Naber, Alfs & Brune
Ruediger & Loesch	Luha Otto & Co		Pike, B. D. & Co
Techau, R. J	SODA WATER APPARATUS.	Belasco, FredAlcazar Theatre Walter Orpheum Co113 O'Farrell	
Westerfeld, P. & Co1036 Market Wicker & HermaneenMarket & Park Ave Young, H. H		TITLE INSURANCE.	Schleinger & Berder
Ziokand, Chas, A	Belfast Ginger Ale CoUnion & Octavia		Schultz, Wm. A. & Sone
Servant & Rice	SPICES AND FLAVORING EXTRACTS.	Mercantile T. & L. Co	Sprunge-Stanley Co
RUBBER GOODS.	SPONGES AND CRAMOIS.	S. F. Towel Co., The	Tansaig, Lonia & Co
Bost. Wnv. Hose & Rubber Co14 Fremont Dowers Rubber Co	American Sponge Committee area areas	TRANSFER COMPANIES.	Wichman, Lntgen & Co
Goodyear Rubber Co	Ca Commote Dillord Co. 400 Market		WIRE AND WIRE ROPE.
N. Y. Belting & Packing Co509 Market Occidental Rubber Co25 New Montgomery Winslow, C. R. & Co	Makine & Co	People's Express Co	American Steel & Wire Co
SAFES.	Sellschopp, W. & Co118 Stockton STARCH MANUFACTURERS.	TRUNKS.	THEOLOGICAL SOLD CO
Hall's Safe & Lock Works	Everding, J. & Co48 Clay	Hirschfielder & Meaney14 Sutter	WOOD DEALERS.
Parcelle-Oreenwood Co216 California SAW WORKS.	STATIOVERS AND PAPER DEALERS. Blake, Momtt & Towns	Malm, C. A. & Co	Bender Bros
California Saw Works	Boneetell & Co	Postfo Floring Polt & Truss Co. 1170 Market	
SCHOOL AND KINDERGARTEN	Heynemann, Milton415 Montgomery	TURKISH BATHS.	Bush & Wallett Co
SUPPLIES. Bradley, Milton Co122 McAllister	Zellerhach, A. & Sons	Burns, Edw. F	WOOD AND WILLOW WARE.
SCOTCH TWEEDS. Craig Bros	McCarty, Louis P2524 Clay	TYPEWRITERS AND SUPPLIES.	Levenson & Co
SCREENING AND TRANSPORTATION	STEAMSHIP AND TRANSPORTATION COMPANIES.	Bannan's Typewriter Exchange 307 Monte'y	
OF COAL. Excelsior Coal & Screening Co	Cook Thos & Co	Bornemenn, Geo. C. & Co	WOOL. Deniran, Thos., Son & Co
SCREEN WORKS. Quick, John W221 First	Fugazi, J. F. & Co Montgomery Ava International Nev. Co30 Montgomery Occidental & Oriental Steamship Co		San Francisco Wool Sorting & Scouring
SEARCRERS OF RECORDS.	421 Market	CNDERTAKERS. Godean, J. S	Wollaer, Jacob
Simpson & Millar413 Montgomery	Peterson James P	Hagan James	WOOLEY MAYUFACTURERS.
REC'Y MERCHANTS' ASSOCIATION. Frond, J. Rich'd	STEVEDORES.	Halated & Co	
SHEDS AND GRAIN. Bowen, E. J	Moneton Riewart & Co	United Undertakers' Amociation 27 Fifth	WRECKERS. Whiteless Wrecking Co
Hillens, F 200 Davia	Woodalds, A. & Co., M Halleck	raidute, martin & Co	Control of the contro

Annual Report of the Board of Directors of the Merchants' Association.

SEVENTH ANNUAL MEETING.

Academy of Sciences Hall, Wednesday Ev'g, May 29, 1901.

To the Members of the Merchants' Association:

GENTLEMEN-Tonight the Merchants' Association closes the seventh year of its existence. It is not possible in a brief report to give a full account of all the proceedings of the Board of Directors during the past year. Only the most important results will be summarized in this Annual Report.

MEETINGS AND CONFER-ENCES.

Fifty regular and special meetings of the Board of Directors have been held. The three Standing Committees upon Public Affairs, Publicity and Promotion and Trade

and Finance have also held frequent meetings. Numerous conferences have taken place with city officials and other organizations. The daily press and our monthly "REVIEW" have given accounts of these meetings and conferences.

CHANGES IN THE BOARD.

Mr. W. J. Dutton was selected to fill the nnexpired term occasioned by the absence of ex-Director Keil on a tour of the world.

INCREASE IN MEMBERSHIP.

It is gratifying to note the constant increase in the membership of the Association. The present roll com-

prises 1,285 firms, showing a gain of one hundred and eight members since the last Annual Meeting.

PACIFIC COMMERCIAL MUSEUM.

The Association has co-operated with other commercial bodies of San Francisco and the University of California in the establishment

of the Pacific Commercial Museum. The opening of the Museum has taken place and many practical benefits are anticipated.

CLEANING THE PUBLIC STREETS.

The improved specifications, ss prepared by this Association for cleaning and sweeping the public streets have again been adopted by the city authorities. It has been the constant aim

of your Board to improve these specifications so that all parts of the city may be proportionately benefited.

SPRINKLING THE PUBLIC STREETS.

In accordance with the special report made at the last Annual Meeting of the Association specifications were adopted by the Board

of Supervisors for the uniform sprinkling of the publie streets, and the work is now performed by the city.

STREET SWEEPINGS

The recommendations of the Association for transporting the street TO THE PARK. sweepings to Golden Gate Park have been adopted by the city

authorities and this wasted material will thus become a valuable fertilizer. Preparations have been made for the delivery of these sweepings to the Park about July 1st next.

STREETS.

The recent adoption by the Board REPAVEMENT of Supervisors of improved specifications, admitting asphalt and other desirable paving materials,

marks a notable advance in the paving of our public streets. The plan of the Merchants' Association to expend \$125,000 each year for a period of four years in the repayement of accepted streets has been recommended by the Beard of Public Works to the Supervisors for incorporation in the annual budget.

GROUND ELECTRIC WIRES.

About two years ago, through the efforts of the Merchants' Association, an ordinance was passed by the Supervisors requiring the re-

moval of all poles and wires from four districts in the city within three years. Your Board has recom-

mended to the Supervisors that a sufficient appropriation be included in the tax levy to enable the Department of Electricity to effect the early removal of the city's wires. This will result in carrying out the ordinance and the abolition of the poles and wires that now disfigure the main thoroughfares of San Francisco.

A fitting testimonial was presented MUSIC STAND to Claus Spreekels for his note-IN GOLDEN GATE PARK. worthy munificence in erecting and presenting to the public the mag-

nificent music stand in Golden Gate Park.

CONVENTION OF THE EPWORTH LEAGUE.

In conformity with the policy of the Association, favoring conventions in San Francisco, resolutions

have been adopted favoring the International Convention of the holding of the International Convention of Epworth League iu San Francisco. The Convention will be held in this city next July and promises to attract many thousands of visitors.

The services of the officers and

RELIEF FOR

employes of the Association have SUFFERERS. been given gratuitously toward raising the large funds that were collected for the relief of the unfortunate sufferers

from the disastrous floods in Texas.

Strong resolutions have been for-PACIFIO PACIFIO
OCEAN CABLE. warded to the California Delegation in Congress calling attention

the importance and necessity of a direct ocean cable that will connect San Francisco with our recently acquired possessions in the Pacific and points in the Orient. All the members of the California delegation in Congress have promised their support to the early construction of such a cable.

Recognizing the benefits that would

STEAMSHIP LINE TO MANILA.

scerue from a direct steamship line from this port to Manila, the Committee on Trade and Finance gave

this subject its earnest consideration. Conferences were held with other commercial organizations and a delegation was sent to Washington. Favorable results are expected from these efforts.

PARADE APPLIANCES.

A feasible plan for keeping the streets clear during parades by stretching ropes on removable posts along the edge of the sidewalks,

has been adopted by your Board of Directors and presented to the municipality, at a cost of \$1,082.43. Trials of this appliance for the parades during the Presidential visit have demonstrated its superior

BUSINESS SIGNS AND TRANS-PARENCIES.

Before acting upon the resolution that would remove all signs and transparencies, the Supervisors asked the opinion of this Asso-

ciation. A comprehensive plan for the reasonable use of such signs without encroaching on the public streets, as submitted by your Board, has with some changes been adopted by the Supervisors.

Thorough examination of the lease. as finally approved by the Board OHINA BASIN. of State Harbor Commissioners, granting the use of China Basin to the San Francisco and San Joaquin Valley Railway Company, justified its approval by the Merchants' Association. The lease its approval by the Merchants' Association. has been ratified by the Legislature and the improvement of this Basin has begun.

ELECTION воотн BUILDINGS.

Your Board has called the attention of the Election Commissioners to the modern steel election hooths

now in use in many of the leading cities of the United States. The Election Commissioners have given this matter their consideration and a number of these improved booth buildings have been ordered.

MERCHANTS' CLAIMS CLAIMS AGAINST THE CITY.

The ratification of the recent constitutional amendment, permitting cities to pay legitimate claims of THE CITY. certain previous years removed the legal barrier to the payment of these just claims against San Francisco. As there As there

will remain at the close of this fiscal year, the 30th of next menth, a considerable surplus, estimated at \$480,000, your Board has earnestly appealed to the Supervisors to pay out of this surplus sll the just and legal claims of merchants and others for goods sold to and labor performed for the municipality.

CARNEGIE LIBRARY BUILDING.

The philanthropic action of An-Carnegie in constructing pubdrew lic library buildings in various cities of America and Europe, has

prompted your Board to make endeavers for securing such an appropriate contribution to San Francisco. Communications have already been officially forwarded by the Mayor and the Library Trustees to Mr. Audrew Carnegie. This movement on the part of the City authorities will have the further co-operation of the Merchants' Association.

ASSOCIATION.

The Annual Dinner of the Associa-ANNUAL DIN-NER OF THE The Annual Dinner of the Associa-tion lsst December was attended by 465 guests and was successful

and instructive discussion took place upon the important question of "Municipal Ownership and Operation of Public Utilities.'

ISSUANCE OF MUNICIPAL BONDS.

As the recent decision of the Su-preme Court declared the proposed bonds invalid your Board has considered the advisability of securing

the future issuance of municipal bonds for public improvements. The necessity of new school build-ings, a perfected sewer system, a modern Hospital and Hospital for Contagious Diseases, are so manifest as to require urgent action.

UNIFORM ADMINISTRA-TION OF CHARITY.

The establishment of a State Board of Charities, similar to those of TION OF CHARITY. other States of the Union, has received our endorsement. Resolutions to that effect were forwarded to the last Legis-

Realizing the unwise present policy

lature.

EXEMPTING PUBLIC BONDS of taxing State, County and City FROM TAXATION. requested to submit to the people the Constitutional Amendment exempting such bonds from future taxation.

An effective Primary Election Law being new possible under the re-cent Constitutional Amendment,

such a measure by the last Legislature. The present Primary Law affords an excellent opportunity to the citizens of San Francisco to take part in the selection of suitable candidates for public office.

ATTACKS UPON CIVIL SERVICE,

The unjustifiable attacks upon the operation of the municipal merit system, called forth an open statement from your Board of Directors,

which was published in the February issue of the "Review," of which 10,000 copies were distributed. Measures were proposed by the last

HOME RULE FOR SAN FRANCISCO.

Legislature affecting certain muni-cipal affairs of San Francisco. Be-

lieving strongly in sustaining the cardinal principle of home rule as a basis of the present Charter of San Francisco, resolutions protesting against this Legislative action were forwarded to each member of the State Senate and Assembly.

Owing to the increased demand for INCREASED CIRCULATION OF THE "REVIEW". the "REVIEW" and the satisfactory results from this monthly publication, the circulation has been ineressed from 5,000 to 10,000 copies each month.

This condensed Annual Report is CONCLUSION. presented by your Board of Direc-

tors, not only as its customary duty, but also in the sincere hope that it will awaken a still deeper interest in the work of the Association and in the welfare of the City.

Respectfully submitted,

BOARD OF DIRECTORS OF THE MERCHANTS' ASSOCIATION.

San Francisco, May 29, 1901.



REVIEW

CIRCULATION 10,000 COPIES.

Published Monthly by the Board of Directors



Vol. 5.

SAN FRANCISCO, CAL., JULY, 1901.

No. 59.

THE MERCHANTS' ASSOCIATION NOT IN POLITICS.

Public Statement of FRANK J. SYMMES,

President of the Association.

In the first stages of a political campaign, newspaper reporters and others gain much amusement in a wild "gunning" for candidates. It gratifies them to be able to discover the candidates early, and they can afford to be liberal with their shot. For those who never reach any further, it is sometimes pleasing to see their names "suggested." All sorts of possibilities and many impossibilities are brought forward, and there is a broad field in which the imagination of the reporter may play.

The theory seems to be that every man would take an office if he could get it, and that the majority only await the opportunity. The theory is wrong. There are many who do not wish for public office, and a somewhat less number who will not take it. Because the Merchants' Association works along the lines of municipal government, its officers are readily considered among the eligibles—but there is an unwritten and absolute law that this Association cannot aid any one to office or take any partisan stand in elections. Its principles are embodied in measures, not men. It seeks to obtain the best results from the conditions the voters give to us. It is a voluntary aid to good government. A taint of politics would ruin its influence. Its freedom from it, and the thoroughly unselfish spirit of its workers has established a high stand in the past and must maintain the same for the future.

Only once has there been the slightest deviation from this principle. Civil Service, one of the first principles of business, has been the aim of this Association for our municipal government. We, therefore, deemed it a wise thing to permit our Secretary, whom we knew to be honestly devoted to its cause, to

accept an appointment upon the Civil Service Commission.

No man with a hunger for public office has ever been elected a Director of this Association, and if the craving should come to him after his election, he would be invited to resign. Some who have been persuaded to accept a nomination or appointment have immediately withdrawn. Men who work as hard for a cause as have the officers of this Association, are not willing to do anything to injure it. Therefore, when you are told that this Association has anybody in training for the Mayoralty, do not believe it. When you are told that this Association can be used to favor any public officer, do not believe it.

High and honorable as the office of Mayor of San Francisco may be, there are some who do not desire it. There are some things which are better. They are the peace of mind which goes with an humble life, the confidence and respect of one's fellow men, which may be readily granted in the ordinary walk, but which are so easily torn away when one steps into public office. There is the satisfaction of doing such as one chooses for the public good without the charge of personal motives. All these have been the joys and the blessings of your past president, and to an extent are those of your present president, and we propose to retain them. As each of our names has been mentioned among the early candidates for the Mayoralty, both Mr. Dohrmann and I desire it distinctly understood that neither one is a candidate, and neither would accept a nomination if it should be offered.

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BUSINESS GUIDE TO SAN FRANCISCO.

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NUMBER OF MEMBERS JULY 1, 1901 - 1288.

NOTE .- Our Constitution provides that any business firm in good standing may become a member. Each firm has but one vote, but may be represented at the meetings of the Association by any or all of its members, or by such employees as it may designate for that purpose. There is at present no initiation fee to pay, and the dues are only \$1.00 per month.

HONORARY MEMBERS = = Merchants' Association of New York

FIRM NAMES OF MEMBERS CLASSIFIED ACCORDING T ESS.

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ACCOUNTANTS AND AUDITORS.	Germania Trust Co42 Montgomes
Amrath & Amrath	Hibernia Savings & Loan Scelety
Langdon Weiter GMille Bldg	London & S. F. Bank, Ltd424 Californ
ADVERTISING.	London, Paris & American Bank, Lim-
	Mercantile Trust Company of San Fran-
Barnhart end Swazey	Cisco
ADVERTISING CARDS.	Mercantile Trust Company of San Fran- cisco
Stuparich Mfg. Co., The	Nevada National Bank of San Francisco
AGENTS.	Savinge and Loan Society101 Montgomer
Bancroft, Paul	Savinge and Loan Society101 Montgomer
Bancroft, Paul	S. F. Savings Union
	Welle Fargo & Co's BankSansome & Mark
AGRICULTURAL IMPLEMENTS.	BAR FIXTURES.
Deere Implement Co	Fincke, Oscar
Hooker & Co	BARBERS' SUPPLIES.
ARCHITECTS.	Deckelman Bros106 Ell
	Wtil & Finck Co
Curlett, Wm	BARREL MANUFACTURERS.
Maggs, Herbert B	California Barrel Co27 Mark
Polk Willia	BATHS.
Reid Bros	Farnham, John
Swain, E. RCrocker Bldg	BAZAARS.
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California Art Glass, B. & O. Works	BEER BOTTLERS.
ART GOODS.	Enterprise Bottling Co2746 Sixteens Fredericksburg Bottling Co1510 Ell
Cohen, H. .19 Grant Ave Gump, S. & G. .113 Geary Kennedy-Rabjohn Art Co. .19 Poet Banborn, Vsil & Co. .741 Market Schuessler Broe .27 Grant Ave Vickery, Atkene & Torry. .224 Post	BELTING-LEATHER.
Gump, S. & G	Cook, H. N. Belting Co317 Missis
Sanborn, Vall & Co741 Market	Cook, H. N. Belting Co317 Missia Heins, Alex87 Fremon
Schuesler Broe	BICYCLES.
ARTIFICIAL STONE PAVING.	Allen, I. P
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	Allen, I. P
McDearmon & Co	BILL POSTERS.
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Hickmott Asparagus Canning Co S California	BOILER WORKS.
ASPHALTUM ROOFERS.	Eureka Boiler Works113 Missie
Bonnet, B. & Son100 Montgomery Ave	BOLT MANUFACTURERS.
ASSAYING.	Payne's Bult Works
Price, Thos. & Son	BOOKBINDERS,
AUCTIONEERS.	Hicks-Judd Co23 Fir
Chase Fred H. & Co	Phillips Bros506 Cla
Dinkelspiel, J. S. & Co	BOOKS AND STATIONERY.
Ordwey, W. C	American Tract Society 16 Grant A
BAGS, BALE HOPE AND BURLAP.	Cunningham, Cartiss & Welch 218 Sanson
	Hammond, J. D
Gulf Bag Co	Hanek & Hargens 107 Montgome
BAKERIES.	Payot, Upham & Co204 Pl
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Simkins & Thorp114 Erle	American Tract Society
BANKS AND BANKERS.	BOOTS AND SHOES.
American Bank & Trust Co200 Montgomery Anglo-Californian Bank, Limited200 Sansome	Buckingham & Hecht
Bank of California	Cahn, Nickelshurg & Co129 Sansor

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Nalan, J. C. & Co	Но
Philadelphia Shoe Co	Ka
Rosenthal, Feder & Co	Kı
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BREWERIES.	Ce
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National Brewing Co	De
Phœnix Brewing Co	Ga
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Union Brewing Co18th and Florida	Ho
Wunder Brewing CoScott and Greenwich	lig
BREWERS' & BOTTLERS' SUPPLIES.	Le
Abramson-Heunisch Glass Co10 Main	Mo
Bauer-Schweitzer H. & M. Co. 632 Sacremento	Ph
Hermann & Co	Scl
BRIDGE BUILDERS.	Sp:
Laydon, Darhy 44 East	Dy.
S. F. Bridge Co	Th
BROKERS-CUSTOM HOUSE.	
Bellingall, P. W. .508 Battery Bruntsch & Reed .500 Battery Harper, F. F. G. & Co. .407 Washington Heise, Chas. Ed. & Co. .510 Battery	Me
Bruntsch & Reed	Mu
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Helse, Chas. Ed. & Co	
Mailoon & Danklada	Co
Mayhew, H. B. & Co	Gu
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BROKERS-MERCHANDISE AND	Scl
GENERAL.	Sp
Booth F. E. 122 Davis DuVal, W. M. & Co. 221 Front Mackle, Wm. 53 Flood Bldg	W
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BROKEHS-STOCK, BOND & GRAIN.	Se
Ames, Warthington324 Montgamery	Sp
Barth, J. & Co	
Blow, A. W. & Co. 238 Montgomery Bowman, G. F. 227 Montgomery Clrvin & Eyre 307 California	XI.
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Nolan, J. C. & Co. 541 Market	Hofmann & Woenne
Sommer & Kaufmann	BUTCHERS' SUPPLIES.
Williams-Marvin Co569 Market Young, George H17 Bueb	Pacific Butcher Supply Co770 Mission CAPITALISTS. Piches Chan R. 520 California
	Bishop, Chas. R
Hibernia Brewery	Deam, Walter E. SI Neveda Block Denman, Jamee. 2216 Steiner Ehrenpfart, Wm. 801 Fillmore Gage W. S. 330 Market Heyward, Alvinza 532 Market Hopkins, E. W. 224 Pine Hopkins, Timothy Mille Building Levy, H. M. 41 Nevede Block Moore, A. Jr. Claus Spreckels Bidg Phelan, Jas. D. Phelan Bidg Schmidt, John A. 425 Ellis Spreckels, Claue. 327 Market Spring Valley Water Works. Geery and Stockton Thompson, R. 603 California
BREWERS' & BOTTLERS' SUPPLIES.	Levy, H. M
Abramson-Heunisch Glass Co10 Main Bauer-Schweitzer H. & M. Co. 632 Sacramento Hermann & Co214 Sacramento BRIDGE BUILDERS.	Moore, A. A. Jr
Laydon, Darby	Thompson, R. R
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Bellingall, P. W. 508 Battery	McLerie, H. J
Maybew, H. B. & Co	Cordes W. F
BROKERS-MERCHANDISE AND	Dullixson Bres
DuVal, W. M. & Co	CARPET CLEANING WORKS.
Booth F. E. 122 Davis	Boston Carpet Cleaning Works701 Valencia Cal. Carpet Cleaning Works 223 Guerrero Conklin Bros 333 Golden Gate Ave Hampton & Beilly 446 Church Senitary Cleaning Co 42 McAilleter Spaulding, J. & Co 353 Tehama
BROKERS-STOCK, BOND & GRAIN. Ames, Warthington324 Montgomery	Senitary Cleaning Co
Blow, A. W. & Co	CARRIAGE COMPANIES. United Carriage Co
Glivin & Eyre	CARRIAGE AND BUGGY MANUFACTURERS.
Ames, Worthington. 324 Montgomery Berth, J. & Co	Babbitt, J. H. 314 McAllister Glenn, A. G. & J. Q. 1821 Market Grave, B. & Co. 421 Pacific Holmes 42 Pacific Holmes 44 Folsom Larkins & Co. 740 Folsom O'Brien & Sons Golden Gete Ave. & Polk Schindler H 128 Spear Studebaker Bross. Mig. Co. Market Tenth Wertsch William 100 Golden Gate Ave
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DROOMS, BRUSHES AND WOODEN- WARE,	Studebaker Bros. Mfg. CoMarket & Tenth Wertsch, William100 Golden Gate Ave
Van Laak, The Mfg. Co 3178 Seventeenth	CASH REGISTERS,
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Division Distriction and Division Co.	CENTRAL DARK ASSOCIATION

Dean, water 12	TOVE CE DIOCK
Denman, Jamee	Z316 Steiner
Ehrenpfort, Wm	.801 Fillmore
Gage W. S	330 Market
Hayward, Alvinza. Hopkins, E. W. Hopkins, Timothy	532 Market
Hopkins, E. W	224 Pine
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Levy. H. M41	Nevede Block
Moore, A. A. JrClaus S	preckets Bldg
Phelan Jas. D	Phelen Bldg
Phelan, Jas. D	425 Ellie
Sprockels Claus	297 Market
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CARPENTERS AND BUI	LDERS.
McLerie, H. J	312 Church
Murray, S. C	632 Howard
Robinson & Gillespie	337 Sucter
O. P.	
CARPETS.	
Cordes W. F	Emporinm
Buillixson Bros	955 Market
Guillixson Bros	760 Mission
Schlueter & Volberg	717 Gutter
Charling & Cintenmald	9010 Mission
Sperling & Stolzenwald Walter, D. N. & E. & Co	HOLESTER OLOG.
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Perley, M. E	NY-AI-LA & Co. 974 Dawie	Newman & Levinson	Kocour, Ad
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Schoenfeld, Jonas	Guillet, Chas	ELECTRICAL AND MECHANICAL ENGINEERING.	Moss, Geo. A
Werthelmer Co., The Battery Willard Bros. 636 Market	Hromada, Adolph	Doble Co. Abner Fremont and Howard	Steinberger & Kallaher230 Eutter
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CLOAK AND SUIT HOUSES.	CORDAGE MANUFACTURERS.	Summerhayes, W. R	GROCERS.
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Davidson, D. M. & Co	COTTON GOGDS. California Cotton Mills Co210 California	Westinghouse Electric & Mfg. CoMills Bldg.	
		ELECTRO-PLATERS.	DeWitt, M. & Co
Messager, E	American Riscuit Co Broadway and Battery	Denniston's San Francisco Plating Works	Foge, J. M
CLOTHING DEALERS.	Pacific Coast Biscult Co601 Folsom	Golden Weet Plating Works103 Beale S. F. Novelty Plating Works515 Mission	Graham, John T. Precita Av. and Alabama St.
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	Nathan-Dohrmann Co	Otis Elevator Co	Keefe, D. F
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Prager, A. J. & Sons 9 Kearn	CUTLERY.	Wass D. D	Rathjen Broa Stockton
Roos Bros	THE STATE OF THE S	ENGINEERS-HYDRAULIO AND	Smith's Cash Store
COAL DEALERS.	DUGRS AND WINDOWS!	MECHANICAL. Cohb & Hesselmeyer 58 Thurlow Block	Stule Bros
Ailen, Chas. R	DRAYMEN AND STORAGE.	COMP & Itcadomic, continue to Incinu	Sissinan, Wormser & Co
Cornwell P R	Daller Man C Connego Co 799 Mission	District II M & Co 105 Framoni	Tillmann & Bendel
McMang Wm., S.W. cor. Polk & Washington	Emmons, G. W	Rix Eng. & Supply CoFremont and Mission Winans, J. C	
Middleton, John			Bremer, O. A
Oregon Coal & Navigation Co	· Overland Freight Transfer Co203 Front	THE PROPERTY OF THE PARTY OF TH	Shreve & Barber
Rosenfeld's, John, Sons	Rauhinger Bros	Wellman, Peck & Co201 Marke	HAIR DEALERS. Goldstein & Cohn
	Strause, K	FIRE PROOFING.	Strosynski, Stanislaus24 Geary
Wainwright & Easton	n Union Transfer CoBryant & Second	teg Co 415 C Spreckela Blos	HARDWARE. Baker & Hamilton
Wilson, J. C. & Co	DRUGGISTS.	FIREWORKS.	Bennett Bros 35 Sixth
Union Fish Co		FISH DEALERS.	Dunham, Carrigan & Hayden Co 1) Beale
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Armahy J. K. & Co	t Broommel J. G. R	Townson T & Co Ent Frenk	Holbrook, Merrill & Stetson
Blagi, D. & Co		McLellan Bros	Lloyd-Scovel Iron Works159 Fremont
Christy & Wise Com. Co327 Sanson	le Esters von Krakau. W25th & Folson	FORWARDING AGENTS.	Mangrum & Otter, Inc
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DeBernardi, D. & Co	Octob I R & Co. 417 Sanson	Deming, Palmer M. Co114 Sacrament	Montague, W. W. & Co
Dennison, W. E. & Co	Lainer, Rd. Drug Co	r Hina & Plagemann	Geborn Hardware & Tool Co415 Market
Indee bweeder & Co	Leibning, G. & Co	r Stockton Milling Co112 Californi	Philipott & Armstrong
Doyle, H. & Co	Mack & Co 13 Fremor	Foster C. M. & Co	Rosekrans, H. & Co
Field Mercantile Co	ot Owl Drug Co1128 Marke	t Omey & GoettingCalifornia Marks	at Taylor & Pritchard
Freitas, M. T. & Co	Of Redington & Co	y	It Tohmson I C & Co . 100 First
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Hume, R. D. & Co	or succession and the succession and		

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Meyer, Albert. 2107 Geo.	on Marks Bros
Moore, Fergurson & Co310 Californ	la
Petara & Cowin	LADIES' TAILORS.
Scott & Magner	th Feder, M 211 De
Somers & Co	th Flamm, G
vermen, J. LSeventh and Branns	In Frances, M
HEATING AND VENTILATING.	Downthat & Co
	LAMPS.
Royal Heating Co., Inc210 Maso	Boeach Lamp Co
HORSE SHOEING.	
	LAUNDRIES.
Odea Martin126 Gast	27 Empire Laundry Co
HOTELS.	S. F. Laundry Association 22 Con-
	U. B. Laundry Association 2111 Sixteen
California HotelBush, near Kearn Colonial HotelPine & Jone	y A VINING THE REAL PROPERTY OF THE PARTY OF
Gallagher, John PLangham Hotel	LAUNDRY MACHINERY,
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Hotel RafaelSan Rafae	TANK BOOK TANK
Hotel Bella Vista	e LAW BOOK PUBLISHERS.
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Butler & Hewitt	Equiteble Cas Light Co
Crair. Hugh	LIME AND CEMENT.
Davis, J. B. F. & Son	Cowell, Henry & Co211 Drumn
Dornin, Geo. DSansome and Bush	LITHOGRAPHERS.
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Grant, Geo. F	California Lithograph Co
Herold, Rudolph, Jr 415 California	Britton & Rey
ns. Co. of North America412 California	Union Lithograph Co325 Sansome
Anders, William J206 Sansome	LIVERY STABLES.
The	Clemens C I 400 manta
Manheim, Dibhern & Co217 Sansome	Clement, C. J
Milwaukee Mechanics' Ins. Co. 410 Californie	McCord, Alex & Co221 Ellie
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INSURANCE. Abpel & Bruckman 209 Sansom Allianos Assurance Co 416 California Baggs & Stovel 411 California Baggs & Stovel 412 California Baggs & Stovel 412 California Butler & Hewlitt 412 California Butler & Hewlitt 412 California Butler & Hewlitt 413 California Carlg, Hugh 216 Sansome Butler & Hewlitt	Hihn F. A. Co
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Valler, L. P. F	S. F. Lumber Co Third A Parent
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APANESE PRODUCTS AND FANCY	California Italian Paete Co347 Sacramento
GOODS.	MACHINERY AND ENGINEERS'
larsh, G. T. & Co	SUPPLIES.
ippon Company403 Geary	
District Dis	Brownell, Jas. S
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art, B12 Sansome	Cyclops fron Works
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Colonial Hotel	LAUNDRY MACHINERY,	Lemos, Leon
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		Smith, J
Hotel Bella Viata	Bencroft-Whitney Co488 Montgomer	Williams Bros111 Sutte
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Ahpel & Bruckman	e Wegner Leather Co	Y Cal. Milk Producers' Asan 498 Turk
		Millbrae Company
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Parker, Chas. M. T	Dolheer & Carson	MINING COMPANIES
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Turner, Geo. W 215 Sare Deposit Bidg Yoes, Conrad & Co 204 Sansome Waller, L. P. F606 Montgomery Watt, Rolla V Pins & Sansome	Popp & Tolhat	MISCELLANEOUS FIRMS.
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merican Can Co	PAPER PATTERNS.
merican Can Co	Butterick Publishing Co., Ltd., The201 Post
w England Novelty & Metal Wks.116 Second	PATENT DOOR OPENERS AND
contro mactal works	CLOSERS.
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SUPPLIES.	PRARMACEUTICAL PREPARATIONS.
oific Micro Materials Co432 Montgomery	
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rkeley Farm-N. J. Nelson1228 Folsom	Worden, Clinton B. & Co
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ľ	Perman Bros KAY Claw
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Breues, M. A	Beamish, PColumbia Bldg.	Schilling, A. & Co	Levenberger, E. & Co
Breues, M. A	Ide Geo. P. & Co		Livingston & Co. 206 Davia Lubben, John. 506 Washington
Detjen & Mengel	SILK MANUFACTURERS.	TELEPHONE AND TELEGRAPH	Lubben, John
Flacher, E. A	Carlson-Currier Co 8 Sutter	COMPANIES.	Lyons, E. G. Co., The
Johnson Restaurant Co28 Montgomery	Nonotuck Silk Co536 Market	Pacific States Telephone and Telegraph Co., The	McLeod & Hatle
Krone, F. W	SMOKERS' ARTICLES.	Welhe, E. F. Supt. Am. Dist. Telegraph Co	Meinecke, Chas. & Co
Larsen, C. G. 16 Eddy Loupy, Noel P. 128 Geary Page & Falch. Turk & Mason	Heininger, C. P. & Co	TENTS AND AWNINGS.	Mohna & Mohns, Inc
Peterson, P	SOAP & TALLOW MANUFACTURERS.	Ames & Harris, Inc	Much & Lynch1423 Stockton
Pouchan & Schlatter	Fiechbeck & Glootz807 Sacramento Lille, CharlesN.W. cor. Bay & Webster	Neville & Co31 California	Naber, Alfa & Brune
Ruediger & Loesch	Luhn, Otto & Co	THEATRES.	Cakville Wine CoFolsom and Army Pike, B. D. & Co
Swain, Frank A213 Sutter	Newell & Bro217 Davie	Belasco, FredAlcazar Theatre	Rosenblatt Co., The
Techan, R. J	SODA WATER APPARATUS.	Walter Orpheum Co113 O'Farrell	Royal Eagle Distilleries Cobil Market
Wicker & HermansenMarket & Park Ave Young, H. H	Becht, J. Co304 Stockton	TITLE INSURANCE.	Samuel Bros. & Co
Zinkand, Chan. A	SODA WATER MANUFACTURERS.	California Title Ins. and T. CoMills Bldg	Schlesinger & Bender
RIGGERS.	Belfast Ginger Ale CoUnion & Gctavia	TOWEL COMPANIES.	Shea, Bocqueras & Co525 Market
Servant & Rice17 Howard	SPICES AND FLAVORING EXTRACTS.	Mercantile T. & L. Co251 Jessje	Siebe Broe. & Plagemann322 Sansome Spruance-Stanley Co
RUBBER GOODS.	Rieger, Paul & Co141 First	S. F. Towel Co., The	Sroufe, John & Co
Bost. Wov. Hose & Rubber Co14 Fremont	SPONGES AND CHAMOIS.	SW cor. New Montgomery & Mission	Van Bergen, N. & Co
Bowers Rubber Co	American Sponge Co150 New Montgomery	TRANSFER COMPANIES.	Wichman, Lutgen & Co
General Supply Co	SPORTING GOODS.	Morton Special Delivery Co	Wilmerding-Loewe Co
Morgan & Wright	St. Germain Billlard Co409 Market	People's Express Co	WIRE AND WIRE ROPE.
N. Y. Beiting & Packing Co509 Market Occidental Rubber Co35 New Montgomery	STAMP DEALERS. Makine & Co	River Express Co	American Steel & Wirs Co10 Pine
Winslow, C. R. & Co44 Second	Sellschopp, W. & Co113 Stockton	TRUNKS.	Roehling's, John A. Sons Co25 Fremont
SAFES.	STARCH MANUFACTURERS.	E. L. Fideld & Co63 Stevenson	
Hall's Safe & Lock Works	Everding, J. & Co48 Clay	Hirschfielder & Meaney14 Sutter	WOOD DEALERS.
Parcella-Greenwood Co216 California	STATIONERS AND PAPER DEALERS.	Malm, C. A. & Co Bush	Berder BrosThird-st. Wharf
8AW WORKS.	Bleke, Moffitt & Towne	TRUSSES AND ELECTRIC DELTS.	Devoto & Pedrini
California Saw Works	Crocker, H. S. Co	Pacific Electric Belt & Truss Co1170 Market	
Simonda Saw Co Sa Market	Heynemann, Milton415 Montgomery	TURKISH BATHS.	WOOD MANTEL MANUFACTURERS.
SCHOOL AND KINDERGARTEN SUPPLIES.	Le Count Broe	Burns, Edw. F	Bush & Mallett Co Post
Bradley, Milton Co122 McAllister	STATISTICIAN AND ECONOMIST.	Lindstrom & Johnson	
SCOTCH TWEEDS.	McCarty, Louis P 2337 Pine	TYPEWRITERS AND SUPPLIES.	WOOD AND WILLOW WARE.
Craig Broe120 Sutter	STEAMSHIP AND TRANSPORTATION	Alexander, L. & M. & Co110 Montgomery	Levenson & Co
SCREENING AND TRANSPORTATION	COMPANIES.	Bannan's Typewriter Eschangs307 Montg'y	
OF COAL.	Cook, Thos. & Co	Bornemann, Geo. C. & Co117 Sutter Standard Typewriter Ex207 Montgomery	WOOL.
Excelsior Coel & Soreening Co Spear	Cook, Thos. & Co	United Typewriter & Supply Co 327 Montg'y Wyckoff, Seamans & Benedict. 211 Montgomery	Denigan, Thos., Son & Co
SCREEN WORKS.	Occidental & Uriental Steamship Co		San Francisco Wool Sorting & Scouring
Quick, John W	Pacific Coast Steamship Co	UNDERTAKERS.	Wollner, JacobFifth & Bluxome
Simpson & Millar	Peterson James P	Godeau, J. S	WOOLEN MANUFACTURERS.
SEC'Y MERCHANTS' ASSOCIATION.	Toyo Kisen Kalaha421 Market	Halated & Co	
Frend, J. Rich's	STEVEDORES.	Maass, H. F	Golden Gats Woolen Mfg. Co535 Market
SEEDS AND GRAIN.	Eschen & Minor	Truman, Chas. H. J. & Co	WRECKERS.
Bowen, E. J		United Undertakers' Association27 Fifth Valente, Marini & Co1814 Stockton	Whitelew Wrecking Co

REVIEW.

J. RICH'D FREUD,

Circulation, 10,000 Copies.

Issued monthly at the office of the Association, Mills Building, 7th Floor, Rooms 7, 8 and 9. Telephone, Main 5945.

FOR FREE DISTRIBUTION TO MEMBERS and others interested in municipal affairs.

POLICY OF THE REVIEW.

No personal, partisan or sectarian question admitted to these columns.

No advertisements are inserted and no subscription price is charged.

Communications must bear the signature of the writer.

Facts upon municipal affairs will be the first consideration of the REVIEW.

BUSINESS.

CITY GOVERN- The administration of municipal affairs is strictly a business proposition. The protection and

preservation of life and property by adequate police, fire and sanitary measures and regulations. the paving, cleaning, draining and lighting of the public streets, the levying and collecting of municipal taxes, and the disbursing of the city's funds, are the main functions of a municipality. The successful execution of each and all of these public duties is determined by the same general principles that obtain in any well-regulated business house.

POLITIOS OUT OF PLACE.

Questions pertaining to National or State politics are not involved in municipal affairs.

High or low tariff, gold or silver currency, territorial expansion or contraction, have no place in the consideration of a city's administration. Such issues are momentous to the Nation, and should receive the thoughtful attention of all citizens at Federal elections. In eivic matters, the only questions to be discussed are those of a local nature affecting the maintenance and management of the municipality.

SEPARATE ELECTIONS.

How to effectually eliminate politics from city government is a stubborn and difficult

problem. The framers of the Charter of San Francisco believed that the best way would be to separate municipal from State or National elections. Accordingly, the Charter provides that elections for city officers shall take place in the odd-numbered years. Such an election will be held next November, for which a primary election will be held next month.

Epworth League Convention.

From the 18th to the 21st of this month, the Fifth International Convention of the Epworth League will be held in San Francisco. Reports at the headquarters of the League assure an attendance of at least 30,000 visitors from east of the Rocky Mountains. Reduced fares in California will bring a great crowd from all parts of the State.

The proper entertainment of such a gathering is really a sound business proposition. These visitors will spend considerable money here, making in the aggregate an immense sum. Moreover, the class of people who are coming can be of great help to our city and State in an advertising way. There are 2,500,000 Epworth Leaguers in the United States, and these visitors will represent a very large constituency of intelligent people.

One of the principal purposes of the Merchants' Association is to encourage measures that will attract visitors, some of whom may become permanent residents. Resolutions have alrerdy been adopted by our Board of Directors in favor of holding this convention in San Francisco and asking the business and professional men, as well as property owners and capitalists of the city to assist in making it a notable success. The Finance Committee of the Epworth League is now soliciting subscriptions to provide a suitable reception to the Epworth Convention and hopes to secure \$25,000 for this purpose. This money is at once respent right in our midst in fitting up halls, providing decorations and the necessary expenses of the convention. All delegates pay their own expenses. So far, \$12,500 has been raised, and we feel assured that as soon as the citizens of San Francisco realize the importance and value of this great gathering, the required balance will be promptly contributed.

Use of Streets by Railways.

An interesting and instructive comparison is made by the New York "Commercial" in the municipal charges for the use of the public streets by railways in New York City and a number of European cities-

The City Controller of New York shows that last year the Metropolitan Railway Co. paid the city of New York only \$539,051.49 for all the streets used, including Third Avenue; this sum includes car licenses and all other fees. The Commissioner of Accounts claims that there is due the city, from the railways using its streets, the sum of \$1,099,752, for car licenses, percentages on gross receipts and paving between tracks. It is believed that only about half the cars pay taxes. On the other hand, Berlin receives 8 per cent of the gross receipts of its surface lines and one-half of any surplus after paying 12 per cent dividend; and at the end of 25 years the city owns the tram lines on the payment of actual value of the property at that time. In Dublin, the new tram lines pay about \$1,000 per annum for each mile of main track. In Scotland, 60 per cent of the tram lines are owned by the cities and towns; and in Engand 54 per cent are so owned. In Liege, Belginm, the city purchased the franchise and rolling stock and then leased the line for operation. The lessees pay \$57,900 on gross annual earnings of \$154,000, and an increase of 1 per cent additional for every \$9,650 additional gross revenue; the city provides all new equipment and supervises the operation. The fare is 2 cents. In France, private lines pay from 8 to 10 per cent of the gross receipts, with fares averaging 11 cents per mile. Of the French tramways 45 per cent are owned by the cities, and any existing line can be bought for actual value plus 5 per cent.

The Merchants' Association and Street Sprinkling.

By the Superintendent of the Association.

One of the daily papers, when complaining some days ago about the dust on Market Street and apparent lack of street sprinkling on a certain day, made the statement that "The Merchants' Association has not yet considered the question of Street Sprinkling."

For the information of our members and the public generally, we wish to say that the Merchants' Association has not only been considering the question of street sprinkling for the past five years, but it is through its efforts that the city is now, for the first time, sprinkling its principal business streets and the Association is responsible for the system and specifications under which the work is being performed.

The system was adopted after a series of actual experiments by the Merchants' Association, extending over quite a period. Under usual conditions, the sprinkling has been quite satisfactory and the streets have been kept comparatively free from dust and with a less number of accidents caused by horses falling on the smooth pavements than ever before. There are times, however, when the streets are being excavated or buildings are being erected, and piles of sand are left lying on the pavement, when this sand is blown about by the strong winds and great annoyance is the result. This cannot always be entirely prevented by sprinkling as it is not always practicable to wet down piles of sand with sprinkling carts.

The public should also know that the city does not pay by the day or month for keeping the streets sprinkled, but pays a certain sum per 1,000 lineal feet for each time a street is sprinkled. The contractor is not permitted to sprinkle any street a greater number of times per day than specified in the schedule, except by special orders from the Board of Public Works.

The effectiveness of the work may, however, be very much increased by the exercise of good judgment upon the part of the drivers of the sprinkling carts in regard to using a light or heavy spray at different times during the day, according to the temperature and wind prevailing, and in giving special attention to places where sand or dirt has accumulated, without waiting for specific orders from the foreman.

In no city in the United States are the conditions so peculiar in this respect as in San Francisco, and the principal difficulty to be met by those engaged in street sprinkling here is in having the drivers individually exercise good judgment in this matter.

There is no doubt but that many streets would be benefited by being sprinkled a greater number of times during the day and that many other streets which are not sprinkled at all, should be sprinkled.

The Merchants' Association believes that in this matter, as in street cleaning, too much can not be attempted in the beginning and that as the public is educated to the comfort and benefits to be derived from general sprinkling, the appropriation for this purpose will be gradually increased each year, provided the work is economically performed and citizens find they receive full value for their money.

L. M. KING.

San Francisco, June 28, 1898.

Schedule of Revenue Taxes.

A schedule of revenue taxes in effect July 1, 1901, as compiled by the Secretary and Attorney of the Merchants' Association, has been sent to each memher of the Association. Copies will be furnished free to any of our readers upon application at the office of the Association, Mills Building.



RBWBW

CIRCULATION 10,000 COPIES.

Published Monthly by the Board of Directors



Vol. 5.

SAN FRANCISCO, CAL., AUGUST, 1901.

No. 60.

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Greeting to Our Members and to the Public.

FIFTH ANNIVERSARY OF THE "REVIEW."

*HE REVIEW celebrates its fifth anniversary this month. Five years ago it was started as the mouthpiece of the Merchants' Association to assist in the advancement of San Francisco. Brief as is such a short period in the life of a municipality, much has been achieved. The most casual observer now notes the awakened civic interest and activity of our citizens as contrasted with their former indifference and lethargy.

A Radical Transformation.

A passing retrospect reveals some notable changes. The city government has undergone a radical transformation. A complete revolution has taken place in the organic law. For almost a

half century San Francisco was dominated by powers outside of the municipality. The most trifling local ordinances were shaped and promulgated by edict of successive State legislatures. Municipal sovereignity was unknown. We had to take the unwelcome doses administered

Government.

biennially by the Legislature and abide the consequences.

With the advent of the new Charter came the promising era of municipal self government. Since the adoption of the present Constitution of California in 1879, San Francisco has vainly tried to throw off

the shackles of outside dictation. During the past twenty years four futile attempts were made to gain a Freeholders' Charter. Renewed efforts under the leadership of the Merchants' Association finally resulted in the preparation and adoption of the present organic law, and the long battle for municipal home rule was at last won.

We are Now Responsible.

The local government is now our own creation. Whatever may be its character we cannot escape accountability. The citizens of San Francisco are now alone responsible for the conduct and manage-

ment of their city. Its virtues are to their credit; its vices are to their debit. The yearly balance sheet shows the record of the municipality. It is a priceless privilege to be able to improve conditions and rectify abuses. If the city government should be misgoverned, if municipal affairs should be mismanaged, the citizens of San Francisco are now alone to blame.

Government As Good As the People.

In a representative republic it is an axiom that the government is sure to be as good as the people,—
no better, no worse. This principle holds equally
true in the municipal affairs of our city since political independence and integrity have been guaran-

teed. With double force, therefore, must we continue to awaken civic pride and civic courage and civic patriotism. Each member of the community must realize that he is a potent factor in the city's welfare. It should be regarded almost criminal to shirk civic obligations. Duty to the commonwealth should be the incessant goal of citizenship.

To introduce business methods in the city government has ever been the highest ambition of the Merchants' Municipal

Civil Service.

Association and the foremost aim of the Review.

To the pernicious effects of spoils politics may be traced nearly all municipal ills. Civil service is the corner-stone of civic progress.

The Civil Service article of the Charter of San Francisco is recognized as the key note of municipal advancement. The successful establishment of the merit system in many departments of the city government is clearly shown in the annual report of the Civil Service Commission, published in this number of the Review. Notwithstanding any temporary setbacks, this salutary movement is bound

to go forward. Politicians may cling to the vicious ductrine "to the victors belong the spoils," but it has long ago been discarded by the people. Public opinion has crystallized in favor of the merit system, and its onward conrse is irresistible.

Many Steps Ahead.

It would far exceed the limits of this article to recount the many improvements in our municipal conditions since the birth of the Merchants' Association. Evidence of progress is manifest in many directions.

Besides the adoption of a modern charter, our streets are better paved, cleaned, sprinkled and lighted; the rates for water, gas and electric light have been materially reduced; the dollar limit of taxation has been maintained with a large surplus for permanent improvements; obnoxious and burdensome license taxes have been abolished, and a multitude of

Necessities.

other progressive measures inaugurated.

The lack of certain absolute necessities still retards seriously the rapid growth of San Francisco. Our dilapidated school buildings are a standing disgrace to this

metropolis. Our defective sewer system is a constant menace to the health and lives of our inhabitants. Our County Hospital is a shameful rebuke to our wonted civic pride. Extortionate harbor charges constitute almost a prohibitive tax upon the commerce We must not rest a moment until these and other wrongs and abuses are finally and fully remedied.

Beautify in hand with them should go the attractive features of the City.

Mor should we stop with the essential utilities. Hand in hand with them should go the attractive features of municipal adornment. Beautify the city and add to its attractiveness. The conquering charm of beauty is no more irresistible in persons than in cities. Remove every vestige of municipal disfigurement. Let our streets and buildings and parks and hills be superb models of harmonious design, architectural ornsmentation and laudscape beauty. Thus will innumerable visitors from the four quarters of the globe seek this historic peninsula as a haven or a

A Promising

Invalnable opportunities have been thrown at our very doors by the world events of the last few years.

Future. The Golden Gate now swings both ways, and a grand vista of rare possibilities confronts our efforts. They might as well uever have met our gaze, if we are not ready and prepared to grasp them. Matters that seem trivial often decide the fate of nations. Let us make sure that our municipal bousehold is in perfect order; that every side of our civic structure is the best side; that San Francisco shall be in fact, as well as in name, the Queen City of the West.

Above all let us be united. Let ns stand together

Let Us Stand
Together.

Organization is the prime central lever of the twentieth century. Force of numbers conquers the most obstinate problems. The Merchauts' Association has achieved its work and stood its ground by virtue of the unswerving support of its 1.2°s Let us add to our strength every citizen engaged in the com-

mercial development of the commonwealth. No progressive task will then be too great or too arduous. A united citizenship will place San Francisco in the front rank of the leading cities of the world.

The Merchaots' Association and the Review may be confidently counted upon to do their full share toward the consummation of so

worthy a cause.

THE MERIT SYSTEM IN OPERATION.

Annual Report of the Civil Service Commission.

[NOTE,-Civil Service is the first plank in the municipal platferm of the Merchants' Association. The administration of the city government upon business priceiples was the keynote to the adoption of the present charter of San Francisco. The Merchants' Association stood sponsor for the merit system in the new organic law and is now responsible for its successful introduction and permanent establishment. Our members, therefore, will read with interest and pleasure the following efficial report of the work of the Civil Service Commission during the past year.—Editor,]

OFFICE OF THE

CIVIL SERVICE COMMISSIONERS, CITY HALL, SAN FRANCISCO, July 15, 1901.

To His Honor, the Mayor—
DEAR SIR—In compliance with Section 9, Article XVI of the Charter, the Civil Service Commission has the honor to submit herewith a report of the operations of the Civil Service Department for the fiscal year onded June 30, 1901.

THE SUPREME COURT DECISION.

During the past year, considerable time was given to defending the Civil Service provisions of the Charter against the attacks made upon them in the courts. In this litigation, the Commission was greatly aided by your Honor, and this opportunity is taken to publiely thank you for your unceasing devotion personally and officially, to the interests of the Merit System.

The most important suit in which the Commission was interested was that of Crowley vs. Freud et al. was interested was that of Crowley vs. Freud et al. The point involved in this action was the validity of the provisions of Section 11, Article XIII (the Civil Service Article) of the Charter, respecting its application to certain officers named therein, and sometimes known as County Officers, namely the Assessor, County Clerk, Sheriff, Recorder and Coroner. The office of the Clerk of the Justices' Court was also included in the aninion of the Court. The decision included in the opinion of the Court. The decision turned upon the right of the Charter of a consolidated City and County government to provide for the "qualincations" of the deputies of the so-called county officers. After elaborate arguments, in which the Commission was represented by the Hon. Franklin K. Lane, City Attorney, and Mr. Garret McEuerney, the Superior Court issued an order permanently restraining the Commission from introducing the Merit System into the so-called County offices.

On April 6th last, the Supreme Court rendered a decision affirming the action of the Superior Court. A petition for a rehearing was denied by the Appellate Court, and 242 positions in the County offices, involving a yearly expenditure of \$220,600 for salaries, were thereby opened to political patronage. Whether the copyists employed in the offices of the County Clerk and Recorder are deputies within the meaning of the Supreme Court decision in Crowley vs. Freud, and are therefore exempt from Civil Service, is a question now before the Supreme Court in an appeal taken by the City Attorney from the decision of the Superior Court in favor of the petitioner, a non-Civil Service copyist, in Garrett vs. Brooks, as Treasurer.

Pending the decision on this appeal, 37 Civil Service copyists are retained by the County Clerk and the Recorder. It is due these clerks to say that their general efficiency is admittedly of such a high order, and their work has been so well done that the County Clerk and the Recorder fear to injure their departments by displacing these men of proved ability, and appointing instead the clamorous applicants of the political arena. The efficiency of the Civil Service clerks was also recognized and acknowledged in a most satisfactory manner, by the Hon. Washington Dodge, Assessor, who, after the Supreme Court decision, retained in his department nearly one hundred ordinary clerks from our lists.

The case of Cahen vs. Wells, which was an attack upon the constitutionality of the Civil Service article of the Charter, was decided by the Supreme Court in favor of the Merit System. In this case, the plaintiff contended that Section 12, of Article XHI, provided for a life tenure in office, in violation of Section 16, Article XX, of the State Constitution; and that, as the life tenure was the controlling and vital purpose of all the Charter provisions on Civil Service, Section 12 being unconstitutional, all the other Sections must fall with it.

In its opinion, the Supreme Court held that even without the disputed Section 12, Article XIII provided a complete plan for the operation of the Mcrit System. Its constitutionality was therefore sustained. The Justices of the Supreme Court were careful to state that they in no way expressed an opinion as to the constitutionality of Section 12.

The door to future litigation upon this question is

thus left open.

Upon the authority of Cahen vs. Wells, the Su-preme Court sustained the (favorable) decision of the Superior Court in Bauer vs. Quinn, which was another general attack upon the Civil Service provisions of the Charter.

The most recent Court decision involving the Merit System was that of Judge Murasky, in denying the petition of Lewald, an unapproved temporary appointee as Deputy Tax Collector, for a writ of mandate compelling Brooks, the Treasurer, to pay the petitioner's salary. In this case, the Court sustained the provision of Section 10 Article VIII. the provision of Section 10, Article XIII, requiring that temporary appointments shall not remain in force more than sixty days, and must be approved by the Commission.

The case of Seyden vs. Freud, another attack of the Tax Collector's Deputies against the operation of the Merit System, is yet pending in the Superior Court.

EXAMINATIONS AND APPOINTMENTS.During the past fiscal year the Commission has held forty-four examinations. Interesting data regarding these examinations will be found in the Appendix attached to the report, which also shows the number of places under Civil Service in the various departments of the municipal government. From the departments of the municipal government. From the eligible list of the Commission, 387 appointments have been made, not including 200 ordinary clerks appointed to fill temporary positions, and over 100 laborers. All the clerks, bookkeepers, deputies and secretaries employed in the offices and bureans of the Board of Public Works, Board of Health, Board of Election Commissioners, Board of Police Commissioners Board of Police Commissioners Board of Police sioners, Board of Fire Commissioners, Board of Police Pension Fund Commissioners, Board of Fire Pension Fund Commissioners, Department of Electricity, the Auditor and the Tax Collector, are Civil Service appointees. The Civil Service appointees as Deputies in the Tax Collector's office have not yet entered upon their duties. All the lahorers, carpenters, plumbers, painters, machinists, bricklayers, hodearriers, pawers, rammers and inspectors of various kinds employed by the Board of Public Works, the Board of Health and the Department of Electricity are also Civil Service appointees. The last-named Department is under the operation of the Merit System in all its branches, examinations having been held for all its places of employment from Chief to lineman.

To fill a demand for male stenographers, an examination has been set for July 25th. The Commission is about to hold examinations for the City Engineer's office, and for promotions in the Police Department. As the way has been cleared by the settlement of the most important litigation involving the Merit System, the Commission now hopes to make rapid progress and to have Civil Service applicants appointed within a comparatively short time to all the 1,700 places subject to the jurisdiction of this department.

BOARDS OF EXAMINERS.
But for the assistance of the public-spirited citizens who have acted as members of Boards of Examiners, it would be impossible to transact the business of this Commission without an appropriation twice as great as that allowed. The Commission takes pleasure in hereby expressing its profound appreciation of the invaluable services rendered gratuitously by the following gentlemen who acted as members of Boards of Examiners during the past fiscal year:

Bricklayers and Hodearriers—Adam Beck, Thomas Butler, Thomas W. Butcher. Pavers and Ranmers—J. J. Flynn, John J. Dowling, C. B. Williams.

Plumbers—James Shepard, F. S. Snook, Charles Wetherbee.

Painters-H. F. Wagner, P. Brown, W. S. Upham, E. H. Black.

Machinists-P. H. Reardan, William Speek, Martial Hainque.

Carpenters-S. H. Kent, W. B. Anderson, C. P. Moore. Bookkeepers-Cyril Williams, John Pettee, S. P.

Johnston.

Assistant Plumbing Inspectors—Richard Rice, F. W. Snook, Charles Wetherbee.

Department of Electricity—William W. Hanscom, Frederick Cartwright, John M. Klein.

Street and Sower Inspectors—J. F. Fairchild, Charles

A. Warren, Owen McHugh. Building Inspectors-S. H. Kent, C. P. Moore, W. B.

Superintendent of Public Buildings--Thomas Morrin, Newton J. Tharp, S. H. Kent.

Superintendent of Stone Pavements, Superintendent of Sewers and Field Deputies Board of Public Works—Otto Van Geldern, Charles A. Warren, J. A. Fairchild.

During the past fiscal year the expenses of this Department have been as follows: Sal

artimetre been as follows.	
aries—	
Three Commissioners	3,600
Chief Examiner and Secretary	2,400
Clerk Stenogrspher	1,200
Stenographer	200
Total	8.100

Respectfully submitted,

CIVIL SERVICE COMMISSION.

John E. Quinn, P. H. McCarthy,

J. RICH'D FREUD, President.

E. F. MORAN, Chief Examiner and Secretary.

APPENDIX.

REPORT OF CIVIL SERVICE COMMISSION. Civil Service Places.

DEPARTMENT,	Positions	Salaries.
Auditor. Election Electricity Fire Firemen's Pension Fund. Health Police Police Pension Fund. Public Works Stenngraphers, Police Court Tax Collector	8 21 62 518 1 233 591 1 200 3 75	\$ 10,200 00 24,660 00 63,600 00 615,520 00 600 to 152,940 00 754,602 00 200,000 00 7,200 to 58,500 00
Totals	1,713	\$1,888,262 (X)

Examinations and Appointments-Classified Civil Service

to July 16, 1961.						
EXAMINATIONS.	No. Examined.	No. Passed.	No. Pailed.	No.	Now Employed	
Copyists	460	181	279	1 41	37	
Sewer-cleaners	115	94	21	24	12	
Court Stenographers Stenographers, Type-	-	5	2	4	4	
writer	36	16	20	7	5	
writer Ordinary Clerks	436	152	284	147	20	
Brick-layers	24 37	11	13	8		
lauvers	39	37 35	4	20 18	20	
Plembers	12	6	6	3	3	
Painters	Declar	ed off				
Machinists	14	11 10	3	4 6	3	
Carpenters	63	41	19	33	5 23	
Carpenters Bookkeepers, Board of Public Works					1	
Public Works	37	55	15	5	2	
Bookkeepers, Sheriff's Office	21	6	15	3	3	
Pelicemen (Physical)	263	114	140	43	41	
Policemee (Mental)	113	83	30	43	41	
Experienced Clerks, Board of Health	22	14	8			
Experienced Clerks,	~~	14		11	11	
Tux Office	129	84	45	26	20	
Experienced Clerks						
Board of Public	22	17	5	7	7	
Experienced Cieras,				· ·	•	
Auditor's Office	13	10	3	8	7	
Deputy (Auditor) Deputy Justices' Clerk	5 10	3	2	2	2	
Secretary Board of	10					
	3	3		2	1	
Secretary Fire Com-	,					
mission Secretary Police Com-	3	3		1	1	
missioa	2	1	1	1	1	
mission	. !					
sion Fund Secretary Police Pen-	1	1		1	I	
sion Fund	1	1		1	1	
Assistant Plombing						
Inspectors	11 10	6	5 2	3	3	
Sacitary lospectors	21	11	10	8	6 8	
Market Inspectors	14	Q.	5	6	6	
Instrument-makers	19	4	12	4	4	
Repairers	13	7 6	7	7	7 3	
Opentare	B	ř	- 2	5 7	7	
Deputy, Tax Office Deputy, Election Com-	38	25	13	14		
Deputy, Election Com-	25	23	2	17	17	
mission 10spectors Streets and	40	23	~	11	17	
Sewers	48	12	36	12	9	
Inspectors Side Sew-	S	2	Iden. 1			
Inspectors of Boild-		22	raea. 1	1	1	
ings	14	4	10	3	3	
Painters	50	33	17	19	18	
lespector. Dopt. of	10	4	6	2	2	
Electricity	10	4	U	*	22	
tricity	5	2	3	1	1	
of Public Works	11	4	2	2	2	
Sanerintendent of	11	7	1	2	2	
Stone Pavements	10	4	6			
	8					
Sewers	8	3	5		****	
of Public Werks	16					
Superintendent of						
Public Buildings	4	• • • •	4		•••-	

Totals 2,241 1,138 1,077 545

THE MUNICIPAL OWNERSHIP MOVEMENT.

ORIGIN, GROWTH AND CURRENT HISTORY.

Written expressly for the "Review," by HON. CLINTON ROGERS WOODRUFF,

SECRETARY OF THE NATIONAL MUNICIPAL LEAGUE.

If there is one municipal question above another pressing for solution at the present time, it is that of the relation of public service corporations to the municipality. Shall the city own, control or operate its electric light and gas plants and water works? Upon what tric light and gas plants and water works? Upon what terms shall street railway companies he permitted to run their cars over the highways? There has been widespread agitation of these questions, under the somewhat misleading title of municipal ownership and behind much talk and demagogy, the people are seriously considering the whole subject in a way that promises important results. Wherever the people have had a chance to express their wishes it has been to the effect, where it has not been for direct operato the effect, where it has not been for direct operation by the city, that no franchise should be granted except for limited periods and upon terms granting to the city adequate compensation, and to users and consumers reasonable rates.

MENACE TO POLITICAL INTEGRITY.

It is now quite generally recognized that public service corporations constitute a serious menace to the political health of the community. Wherever they have been allowed to gain a foothold they have not unfrequently soon extended their influence and increased their privileges by means that will not bear the light of day. Many of the gravest municipal scandals have grown out of the activities of such companies. The Ramapo Water deal in New York is the one most recent and is still fresh in the public mind. The scandal attaching to the passage of the United Gas Improvement Company's lease and the Keystone Telephone Co's ordinance in Philadelphia, and the attempted passage of the Schuykill Valley Water ordinance are now familiar history; as are the stories of the Broadway Franchise and the passage of the Allen Law in Illinois. Nearly half of Scranton's conneil has been forced into dishonorable retirement by the exposure of its corrupt relations to telephone and similar companies. The malodorous records of the Cleveland and Chicago councils in connection with franchises are notorious and it has only been a few weeks since the citizens of Kansas City resorted to a demonstration of force to prevent the passage of an ordinance granting valuable franchises to a street railway company on grossly inadequate terms.

A POPULAR MUNICIPAL ISSUE.

It is a well grounded fear for the future of our city government in the face of such conduct and revelations that has given strength to the movement for municipal ownership. Wherever it has been an issue it has won. In Chicago, Mayor Harrison despite a peccable record along other lines, was re-elected for a second time over an opponent of high personal character and attainments, because of his brave and unequivocal stand in favor of the people's rights in the matter of municipal franchises and especially his attitude of hostility to the corruptions and aggressions of the street railway companies. Mayor Johnson won his election in Cleveland because of his declaration in favor of three cent fares. In Columbus, Ohio, the same issue was before the voters and they decided it as did those of Cleveland. In Toledo, Mayor Jones, a firm believer in municipal ownership, was again reelected largely because of his attitude on this question. In St. Louis, the municipal ownership candidate polled upwards of 30,000 votes and outdistanced the Republican candidate. In Butte, Montana, the vote was 4 to 1 for the municipal ownership of water, and 3 to 1 in favor of a city electric light plant.

FORCES BEHIND MUNICIPAL OWNERSHIP.

A leading New York weekly has stated with force and conciseness the causes back of this tendency; "It is the resentment and righteous indignation excited by revelations of such corruption and robbery, and by evidence of the controlling power of the ill-gotten wealth in local politics, that are the chief forces behind the movement in our cities for municipal ownership. Of course, there is also a belief that the profit now enjoyed by the holders of franchises wrongfully pro-cured will be turned to the use of the public, in a reduction of the prices of service; but the real im-pelling force is derived from a conviction that these

profits have been stolen from the people, and that both the character of municipal councils and the methods of municipal politics will be improved when the franchises are held and used by the elected agents of the people, to whom they belong. We believe that such would be the effect of the change wherever conditions are ripe for a transfer of control."

MUNICIPAL OWNERSHIP LEAGUES.

Municipal ownership leagues are organizing all over the country and securing large enrollments. Investigations by the United States Bureau of Labor and the Industrial Commission are going forward as are a number of legislative and councilmanic investigations. Already a large mass of information has been gathered much of which will prove of no inconsiderable value to those communities which will hereafter take up the matter for consideration and determination.

UNIFORM ACCOUNTING METHODS NEEDED.

The value of much of the data thus collected is greatly impaired because of the lack of adequate and uniform methods of accounting. By reason of the multiplicity of methods now in vogue there is little or no possibility of reducing the figures to a common denominator. If the cities of this country can be induced to adopt uniform accounting methods a great gain will have been made. Then it will be possible to determine many questions now difficult, if not impossible, of solution because of the establishment of a basis of comparison.

MOVEMENT FOR UNIFORM ACCOUNTING.

The movement for uniform municipal accounting and statistics has recently received a large share of of public attention. The question was considered at the Columbus Conference for Good Government in 1899. Since then a number of bodies, like the American Health Association, the National Electric Light Association, the League of American Municipalities, the American Economic Association and kindred bodies, including the National Municipal League, have appointed committees to consider the subject. A conference of these committees was held in Rochester in May at the conclusion of the sessions of the National Municipal League. The outcome of this meeting will result in a very considerable advance in the near future.

DEMAND FOR MUNICIPAL OWNERSHIP.

The demand for municipal ownership is by no means confined to the West; but is making rapid progress in the East. A well informed correspondent recently described the situation in New York as fol-

lows:

"The recent growth of public sentiment in favor of municipal ownership of franchises has been remarkable. The building of the underground railroad, as a public work with public money, and the geocral protest against a contract with the Ramapo Company or any other private corporation for a water supply, are illustrations of the strength of this sentiment. A still later manifestation is the support given by the Merchants' Association to the hill to be introduced in the Legislature to put forever under the control of the city all transportation facilities except those above ground. This would place under municipal ownership all sub-surface constructions in which telegraph and telephone wires, gas pipes and steam pipes are carried. But there are many who favor municipal ownership of all franchises whether below, above or on the surface. They would have the city own all the street car lines, the gas and electric light supplies, the water works and the telegraph and telephone wires. Today, in a call issued by the officials of the Municipal Ownership League for a meeting to be held at the Waidort-Astoria next Friday, to take steps for an auti-Tammany union, it is said: 'The necessity for economy, the constant demand for city improvements and our high tax rate have called the propile's attention to the loss to the city of the revenues which should have been derived from public franchises recklessly given away in the past, and have made the question of municipal ownership.' A large section of the Citizens' Union also favors municipal ownership.

CHICAGO STREET RAILWAY COMMISSION.

CHICAGO STREET RAILWAY COMMISSION.

Without doubt the most important investigation during the past year was that of the Street Railway Commission of Chicago, created by a resolution of the City Council, and composed of seven aldermen appointed by the Mayor. This Committee was "to examine into the feasibility and practicability of the municipal ownership of street railways in Chicago and the terms and conditions under which this

ownership may be established; and into the quest one of the kind and amount of compensation and the conditions for the renewal of existing or grant up of new franchises; kind of motive power be talapted to various sections of the city and at varying time, the condition in which the streets, high ways and tunes are to be placed and maintained by companies usi g gers; amounts of fares, commutation fares, transfers, terminal facilities and switches, extension of lines, the hours of employment and compensation to the employees, protection of the citizens against accident, and penalties for non-compliance with the law-, ordinances, rules and regulations."

CONCLUSIONS OF ITS REPORT.

After a year's conscientious study with the assistance of a competent secretary, who brought to his work an intelligent comprehension and sympathy, the Commission presented its report in December, 1900, reaching the following conclusions:

the Commission presented its report in December, 1900, reaching the following conclusions:

Ist. The street railway busioess should be recogned as a monopoly business and treated accordingly. 2d. If ser et railways are to remain under private management is means must be devised for rendering public centrol move effective. The Commission favors the reservation to the Council of broad powers of courtol. 3d. Cities about possess the power, under proper restrictions and safeguards to man and operate street railways. The city may not do mit expedient to exercise this power, but with such a power in reserve to be used in case of need, the city would be a position to make much better terms with private corporations. 4th. In so far as practicable, the people should be given a direct voice through the referendum in the settlement of the most important questions of street railway pricy, 5th. Street railway companies are citruited by the public with the management of a public business. The settlement of such companies, therefore, should be open and known to the public to the same extent as if the business were managed by the public directly 6th. The law should be required only when it is first sought to lay down tracks upon a street. The right of abutting property owners to prevent a street from being used for street railway purposes, regardless of the public need for a proposed railway, should not he absolute and unqual fied. Sth. The public has right to demand uninterrupted street railway purposes, regardless of the public need for a proposed railway, should not he absolute and unqual fied. Sth. The public has a right to demand uninterrupted street railway purposes, regardless of the public need for a proposed railway, should not he absolute and unqual fied. Sth. The public has a right to demand uninterrupted street railway purposes in accepting grants, should be required to submit all laber of the public needs to reserve the street railway fervice. That of the first sould to the has a right to insist that everything re

The reasons for these conclusions were given at length, and a bill was submitted embodying them in legal form for submission to the legislature. What will be the immediate local outcome of the Commission's work it is impossible to predict; it is safe to say, however, that the report will prove to be a most important and substantial contribution to the subject and will prove of great service to the anthorities of other cities who will be called upon to consider the street railway question.

GENERAL LIMITATIONS UPON PRANCHISFS.

The Cleveland Chamber of Commerce gave care for attention to the same subject as involved in a local ordinance, providing for the extension of certain existing franchises. Its committee reported adversely on the measure, to the effect that there should be no legislation looking to a renewal of existing franchises for at least two years, and that steps should be taken looking "to the appointment of a state comission similar to that whose work in Massa h setts has been accompanied with such gratifvi g res lts, to investigate present street railway conditions it Ohio and elsewhere." In the new Chattan was Charter a direct limitation has been placed in the grant of franchises, and a similar bill was urged in Wisonsin. This latter bill modeled on the one prepared in 1,906 by the Municipal League of Philade phia, pr vided that no ordinance granting a franchise to perf rm a public service or to make use of public pr perty, or for the extension of an existing franchise shall be operated. tive until sixty days have expired fr the date of irs passage, and if during that period v ters to the nur-ber of 10 of the total votes ost at the proceeding election shall demand a submission of the ordina ce to a direct vote, it shall not become opera 've until so submitted and approved by a mai rity of these voting. This bill has been temporarily defeated.

CLINTON ROGERS WOODELER.

Philadelph a, July 15, 1901.

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 Leavitt & Bill
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Buckingham & Hecht226 Bush	
Cahn, Nickelshurg & Co129 Sansome	
Dietle, Chas	
Ielm, F. L	
Kast & Co738 Market	
Kast Classilla Cha Ca	
Kast-Glanville Shoe Co. Acad. of Sciences Bidg	
Koenig, F123 Kearny	
Kutz, The G. M. Co	
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Center, John N. E. cor. 16th and Shotwell
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Denman, James2318 Steiner
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Gage, W. S
Hayward, Alvicza532 Market
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Hepkins, TimethyMills Bldg
Love H M
Levy, H. M41 Nevada Block
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Schmidt, John A425 Ellis
Spreekels, Claus327 Market
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Heynaman, Herman,204 Sacram nto	Wolf & Sons 321 Davis Wolfen, Max & Co 423 Front	Snow, John F. & Co., Dyeing & Cleaning	GAS REGULATORS.
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Schmidt & Bendixen	Hromada Adolph222 Battery	Doble Co Abnor Fremont and Howard	Smith, W. M
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Alien, Chas. R144 Steuart	DRAYMEN AND STORAGE.	ENGINEERS' SUPPLIES.	Stunker & Unisen
Brooks, Peyton HMilla Bldg Camphell, Arthur C624 Second	Bekins Van & Storage Co	Pickthall, M. & Co	S E cor, Market and Main Tilman & Bendel 327 Battery West, Elliott & Gordon 31 Sixth
Cornwall, P. B	Bocarde, J. B., Drayage Co22 Drumm Emmons, G. W	Winans, J. C	West, Elliott & Gordan 31 Sixth
McMann, WmS. W. cor. Polk & Washington Middleton, John	Farnsworth & Ruggles100 California	ESSENTIAL OILS.	GUYS AND AMMUNITION.
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		Wassen Empanded Motal & Fire Proofs	Goldste'n & Cohn
Stafford, W. G. & Co. 214 East Weinwright & Easton	Union Transfer CoBryaot and Second Western Transfer & Storage Co323 Front	ing Co	HARDWARE.
Wilson, J. C. & Co900 Battery CODFISH DEALERS.	DRUGGISTS.	California Fire Works Co219 Front	Baker & Hamilton ? Pine
Union Fish Co24 California	Ayers, Edw. N	FISH DEALERS.	Brown, Chas. & Son . Sor Market
COMMISSION MERCHANTS.	Boericke & Runyen231 Sutter	Dryselius & Co93 Cal. Market	Proclich. Christ an 202 Market
Allisen, D. E. & Co	Boyson & MillerValencia & 20th Broemmel, J. G. B2501 California	FLORISTS.	Cibbe Geo W Co 33 Fremont
Armshy, J. K. & Co	Burnett, G. W	Jacquemet, J. & Co	Holbrook, Merrill & St. on Marker I's J. G. & Co. SI Kearny Kohn L. H. N. W. o. P. k. & S. oramer'o
Caffrey, John	El Monte Pharmacy	Sievers & Bn'and	I land Sporal Iron Works '59 Friman'
		FURWARDING AGENTS	Mangrum & Otter, Inc. SSI M rke.
Cutter & Mosely	Ferry Drug Co 8 Market	Farl D W & Co	Marwedel, C. P
Cutter & Mosely	Ferry Drug Co	Earl, D. W. & Co129 Creeker Bldg FLOUR MILLS.	Willer, Sloss & Scott Mask In and Fremont
Christy & Wise Com. Co	Ferry Drug Co	FLOUR MILLS. Deming, Paloier M. Co114 Sacramento	Mortague, W W & C 229 Market Worranya, J. De La Co 608 Battery
Christy & Wise Com. Co. 327 Sabsome Cutter & Mosely 932 Callfornia Dallman, L. & Co 226 Cay DeBernardi, D. & Co 409 Front Dempster & Son 320 Sansome Denvisoo, W. E. & Co 121 Callfornia Detels M. P 218 Callfornia	Ferry Drug Co. .8 Market Fletcher, David M.	FLOUR MILLS. Deming, Paloier M Co	Mortague, W W & C 20 Masket Wordanya, J. De La Co 60% Battery Mossford, Moss s. 20% 20% 11 Masket 11 Masket 11 Masket 12 Maske
Christy & Wise Con. Co. 327 Sabsonie Cutter & Mosely . 392 California Dallman, L. & Co. 206 Cay DeBergardi, D. & Co. 400 Fron Dempster & Son. 320 Sansome Deouisson, W. E. & Co. 123 California Detels, M. P. 218 California Detels, Sweeney & Co. 114 Market	Ferry Drug Co	PLOUR MILLS. Deming, Paloner M Co	Mortague, W & C Mortanya, J. De La Co Mortanya, J. De La Co Morsford, Moss
Christy & Wise Con. Co. 32/ Sabsonie Cutter & Mosely . 32/ Salsonie Cutter & Mosely . 32/ Salsonie Dallman, L. & Co. 226 Cay DeBergardt, D. & Co. 460 Front Dempster & Son. 320 Sansonie Denvisso, W. E. & Co. 123 California Detels, M. P. 218 California Detels, M. P. 218 California Detels, Sweeney & Co. 114 Market Dovle, H. & Co. 511 Clry Puffy, J. J. & Co. 304 Wash per to	Ferry Drug Co 8 Market Fletcher, David M	PLOUR MILLS. Deming, Paloner M Co	Moltague, W. & C. Montague, W.
Christy & Wise Con. Co. 327 Sabsonic Cutter & Mosely	Ferry Drug Co & Market Fletcher, David M & W. cor. Van Nees Ave & Geary Gates, J. R. & Co 417 Sansome Lainer, Rd. Drug Co 699 McAllister Langley & Michaels Co 234 First Leipnitz. G. & Co 250 Sutter Leogfeld's Pharmacy 202 Stockton Mack & Co 135 Fremont No Percentaga Drug Co 949 Market Owl Drug Co 1128 Market Coll Drug Co 225 Second	FLOUR MILLS. Deming, Paloner M Co	Molarus, W. & C. Montanus, J. De La Co. Moranus, J. De La Co. Mossford, Moss. Oshorn Hardware & T. o' Co. Panee Hardware & T. o' Co. Philipott & Vinistrons Rosekrans H. & Co. Taylor & Pritchard. Market 12 Market
Christy & Wise Con. Co. 327 Sabsonic Cutter & Mosely	Ferry Drug Co & Market Fletcher, David M & W. cor. Van Nees Ave & Geary Gates, J. R. & Co 417 Sansome Lainer, Rd. Drug Co 699 McAllister Langley & Michaels Co 234 First Leipnitz. G. & Co 250 Sutter Leogfeld's Pharmacy 202 Stockton Mack & Co 135 Fremont No Percentaga Drug Co 949 Market Owl Drug Co 1128 Market Coll Drug Co 225 Second	PLOUR MILLS. Deming, Paloner M Co	Moltarue, W W & C Mortarua, J. De La Co Osborn Hardware & Tro' Co Pa nee Hardware & Tro' Co Pa nee Hardware Co Rosekrans H. & Co Taylor & Pritchard Market Market 12 Market
Christy & Wise Con. Co. 32/ Sabsonic Cutter & Mosely. 32/ Salisonia Dallman, L. & Co. 226 Cay DeBernardi, D. & Co. 400 Front Dempster & Son. 320 Sansome Deouisso. W. E. & Co. 121 California Detels, M. P. 218 California Detels, M. P. 218 California Detels, Sweeney & Co. 114 Market Dovle, H. & Co. 511 Clry Duffy, J. J. & Co. 304 Wash ogt n Eveleth-Nash Co. 422 Front Field Mercantile Co. 111 Front Freltas, M. T. & Co. 325 Front Galli, A. Fruit Co. 516 Sancoma Garela & Maggini. 100 Washingto. Getz Bros. & Co. 111 California	Ferry Drug Co 8 Market	FLOUR MILLS. Deming, Paloner M Co	Moltarue, W W & C Mortarua, J. De La Co Osborn Hardware & Tro' Co Pa nee Hardware & Tro' Co Pa nee Hardware Co Rosekrans H. & Co Taylor & Pritchard Market Market 12 Market
Christy & Wise Con. Co. 32/ Sabsome Cutter & Mosely	Ferry Drug Co	FLOUR MILLS. Deming, Paloner M Co	Molacue, W W & C Morianya, J. De La Co Morsford, Mosso. Osborn Hardware & Too' Co Philipott & temstrone Rosekrans H. & Co Tay, Geo. H. Co Taylor & Pritchard HARYESS AND SADDLERY, Johnson, J. C. & Co. Lastufka Bros. HATTERS.
Christy & Wise Con. Co. 327 Sabsome Cutter & Mosely	Ferry Drug Co	FLOUR MILLS. Deming, Paloner M Co 114 Sacramento Hinz & Plagemann 120 Miss oo Sperry Flour Co 134 Californ a Stockton Milling Co 112 California FRUITS AND VEGETARLES. Foster, C. M. & Co 727 Market Omey & Goetting California Market FURNITURE—HOUSE AND OFFICE. Aronson, A 146 Pcs Bateman, William 255 Fo.som Breuner, John Co 957 Market Chicago Clock Co 112 Grant Av Eastern Outfitting Co 1210 Stocktor	Mortague, W & C Mortague, W & C Mortague, J. De La Co Osborn Hardware & To' Co Phipott & Venstrong Rosekrans H. & Co Tay Geo. H. Co Tay Geo. H. Co Taylor & Pritchard HARYESS AND SADDLERY, Jehnson, J. C. & Co Lastufka Bros HATTERS. Collins & Co Market Market LOS First Lastufka Bros LOS Market Market MARYESS CO LOS Market
Christy & Wise Con. Co. 32/ Sabsonic Christy & Wise Con. Co. 32/ Sabsonic Cutter & Mosely . 392 California Dallman, L. & Co. 226 Cay DeBernardi, D. & Co. 400 Front Dempster & Son. 320 Sansome Deouisson, W. E. & Co. 123 California Detels, M. P. 218 California Detels, M. P. 218 California Detels, Sweeney & Co. 114 Market Dovle, H. & Co. 511 Clry Deffy, J. J. & Co. 304 Wash pgt to Eveleth-Nash Co. 492 Front Galli, A. Fruit Co. 311 Front Freitas, M. T. & Co. 325 Front Galli, A. Fruit Co. 516 Sansoms Garcia & Maggini. 100 Washington Getz Bros. & Co. 111 California Gray & Barblert. 39 Washington Greenway, E. M. Bohemian Club Griffin & Skelley Co. 132 Market Griffin & Skelley Co. 132 Market Grighbaum, M. S. & Co. Ltd. 215 Front Gunggenhime & Co. 118 Davis	Ferry Drug Co	FLOUR MILLS. Deming, Paloner M Co 114 Sacramento Hinz & Plagemann 120 Miss oo Sperry Flour Co 134 Californ a Stockton Milling Co 112 California FRUITS AND VEGETARLES. Foster, C. M. & Co 727 Market Omey & Goetting California Market FURNITURE—HOUSE AND OFFICE. Aronson, A 146 Pcs Bateman, William 255 Fo.som Breuner, John Co 957 Market Chicago Clock Co 112 Grant Av Eastern Outfitting Co 1210 Stocktor	Mortague, W & C Mortague, W & C Mortague, J. De La Co Osborn Hardware & To' Co Phipott & Venstrong Rosekrans H. & Co Tay Geo. H. Co Tay Geo. H. Co Taylor & Pritchard HARYESS AND SADDLERY, Jehnson, J. C. & Co Lastufka Bros HATTERS. Collins & Co Market Market 11 TTERS.
Christy & Wise Con. Co. 327 Shbsome Cutter & Mosely 322 California Dallman, L. & Co 226 Cay DeBernardi, D. & Co 400 Front Dempster & Son 330 Sansome Deouisson, W. E. & Co 123 California Detels, M. P 218 California Detels, M. P 218 California Detels, Sweeney & Co 114 Market Dovle, H. & Co 304 Wash ngt n Eveleth-Nash Co 492 Front Pleid Mercantile Co 111 Front Pleid Mercantile Co 111 Front Freitas, M. T. & Co 325 Front Garlid, A. Fruit Co 516 Sansome Garcia & Maggini 100 Washington Gray & Maggini 100 Washington Gray & Barblert 39 Washington Greenway, E. M Bohemian Club Griffio & Skelley Co 132 Market Grighpaum, M. S. & Co Ltd 215 Front Italight, Fred B 212 Front Italight, Fred B 212 Front Italight, Fred B 210 Davis	Ferry Drug Co	PLOUR MILLS.	Molacue, W W & C Moranya, J. De La Co Morsford, Moss of Too' Co Pance Hardware & Too' Co Philipott & 'mstrong Rosekrans H. & Co Tay, Geo. H. Co Taylor & Pritchard HARYESS AND SADDLERY, Johnson, J. C. & Co. Lastufka Bros HATTIERS. Collins & Co Collins & Co Light Market 12 Market 14 Market 15 Vib 16 First 18 Market 19 Market 11 Market 19 Market 11 Market 11 Market 11 Market 12 Market 12 Market 13 Market 14 Market 15 Market 15 Market 16 Kear y 17 Sher & Co. 18 Market 18 Market 19 Market 19 Market 19 Market 19 Market 19 Market 10 Kear y 10 Market 10 Kear y 10 Market 10 Market 10 Market 10 Kear y 10 Market 10
Christy & Wise Con. Co. 327 Shbsome Cutter & Mosely 322 California Dallman, L. & Co 226 Cay DeBernardi, D. & Co 400 Front Dempster & Son 330 Sansome Deouisson, W. E. & Co 123 California Detels, M. P 218 California Detels, M. P 218 California Detels, Sweeney & Co 114 Market Dovle, H. & Co 304 Wash ngt n Eveleth-Nash Co 492 Front Pleid Mercantile Co 111 Front Pleid Mercantile Co 111 Front Freitas, M. T. & Co 325 Front Garlid, A. Fruit Co 516 Sansome Garcia & Maggini 100 Washington Gray & Maggini 100 Washington Gray & Barblert 39 Washington Greenway, E. M Bohemian Club Griffio & Skelley Co 132 Market Grighpaum, M. S. & Co Ltd 215 Front Italight, Fred B 212 Front Italight, Fred B 212 Front Italight, Fred B 210 Davis	Ferry Drug Co & Market Fletcher, David M & W. cor. Van Ness Ave & Geary Gates, J. R. & Co 417 Sansome Lainer, Rd. Drug Co 699 McAllister Langley & Michaels Co 434 First Lelphitz, G. & Co 250 Sutter Leogfeld's Pharmacy 202 Stocktor Mack & Co 13 Fremont No Percentaga Drug Co 134 Market Rediogton & Co 22 Second Richards & Co 406 Clas Ryan, D 8402 Mission Stephy's Pharmacy 406 Sutter Schmidt Val & W. cor. Polk & Jackson Smith, E. J 514 Algorithms St. Nicholas Pharmacy Market & Hayes Wakelee & Co Bush and Montgomery DRUGGISTS' SUPPLIES. Beckett, F. A. & Co 220 Sutter	FLOUR MILLS. Deming, Paloner M Co	Molacue, W W & C Wor'anya, J. De La Co Mossford, Moss a Osborn Hardware & Too' Co Philipott & 'emstrong Rosekrans H. & Co Tay, Geo. H. Co Taylor & Pritchard HARYESS AND SADDLERY, Johnson, J. C. & Co. Lastufka Bros HATTIER. Collins & Co Colman Co. Fisher & Co Hermann C & Co Sy S
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HAY AND GRAIN DEALERS.	LABIES' FURNISHING GOODS,	Banmel, Fred J1608 Mnrkst	PAINTS AND OILS.
Anapacher Bros	Davis, Schonwasser & Co134 Post	Berman, O. 18 Eills Brenner-Ulman Co., The 17 Battery Bullet & Jones Co.	Para Hanta Polita Co
Chase, W. W. Co 1938 Market	Jacoba & Co	Bronner-Ulman Co., The	
Goss, Chas, E	Magnin & Co. 920 Market Marks Bros. 1210 Market	Carter & Kelly. 7 Buttery Cinett, Penbody & Co. 8 Buttery	Magner Bron. 322 Front Nazon, R. N. & Co. 115 Front
and the state of t	Rosenthal, S. & Co	Cinett, Pembody & Co	Whattler-Cohurn Co
Moore, Ferguson & Co310 California Morrow, Geo. & Co303 Chilfornia	LADIES' TAILORS.	GOIGHTONA BYON,	
Peters & Cow v			PAINTERS AND PAPER HANGERS.
Scott & Mugner	Feder. M	Hansen & Eirick Market & Third Hart, M	Brace, N
Vermeil, J. L Seventh and Brannan	Frances, M		Bradley & Son
HEATING AND VENTILATING.	Lowenthal & Co914 Markot	Meyeratein Co. 6 Battery Morgan Bros. 229 Montgomery	Fraser, John P
	LAMPS,		Hartmann Paint Co319 Third
Royal Heating Co., loc210 Mason	Boesch Lamp Co	The Toggery	Rienecker, Chan
HORSE SHOEING.	LAUNDRIES,		Schnee, Gustave
Odes, Martin126 Geary	Empire Lanndry Co 755 Bryant	MERCHANT TAILORS.	St. Denia, J. & Co
	La Grando Launder 00 D	Bliss, Charles Claus Spreckels Bldg	Stein, M
HOTELS,	S. F. Laundry Association	Block & Georges	
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Colonial HotelPine & Jones Gallagher, John PLangham Hotel	m. Condition of the first of th	Lemos, Leon	
Holm & Saxtorph, Baldwin Honse 30 Ellis	Troy Laundry Machinery Co583 Mission	Lyons, Charles	PAPER AND PAPER BAG MANUFACTERERS.
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Turpin, F. L., The R ya126 Ellis	Conradi & Goldberg	American Can Co	Butterick Publishing Co., Ltd , The 201 Post
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Wiester & Co22 Second	LEATHER AND LEATHER GOODS	Pacific Metal Works	CLOSERS.
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Union Ica Co	Hardham & Jaosen 504 Washington	racine miero materiais Co 152 Menigomery	Gordin-Gladys Co
	Kullman, Salz & Co 106 Battern	MILK AND CREAM.	Law, Herhert E
INSURANCE.	Stoll & Van Bergen545 Market		PHOTOGRAPHERS.
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Craig, Hugh	Cowell, Henry & Co211 Drumm	MILLINERY.	Sunset Photo & Engraving Co
Dornin, Geo. D Sansome and Bush	country & committee or the committee of	Coughlan, Jas	106 Union Sq Ave
Fidelity & Casualty Co Mutual Life Bldg Fireman's Fund Insurance Co 401 California	LITHOGRAPHERS.	Hioz & Landt	PHOTOGRAPHIC SUPPLIES.
Forhes, A. B. & SonMutual Life Bldg	Bosqui Printing & Engraving Co 523 C'ar	Muller & Raas Co731 Market	Bucoa, Wm. O
Graot, Geo F	Britton & Rey. 525 Commercial California Lithograph Co. 518 Clay Mutual Label & Litho Co. 2d and Bryant	Spencer & Mitan	
Herold, Rudolph, Jr415 California	Mutual Label & Litho Co 2d and Bryant	Topike, R. L. & Co	PICKLE MANUFACTURERS.
las. Co. of North America412 California Landers, William J205 Sansome	Union Lithograph Co325 Sancere	MILLWRIGHTS.	Fisher Packing Co509 Commercial Loeffler, John 422 Fifth
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The	Clemens, C. J		PLANING MILLS.
Manheim, Dibhern & Co217 Sansome Milwaukee Mechanics' Ins. Co410 California	Kelly, Thos. & Sons. 16°9 Pine McCord, Alex & Co. 221 Ellis	MINERAL WATERS,	Hansen, A Borry dear Sixth
Nathan & Kingston		Eggers, Chas, & Co118 Eureka	Townley Bros
New Zealand Ins. Co312 California Norwich, Union Fire Ins. Society,314 California	LUMRER DEVLERS.	Mt. Shasta Mineral Spring Co6th & Brannan Peoples-Mineral-Hyglene Co642 Howard	
Pacific Mutual Life 10s. Co. of California	Albion Lumber Co Fifth & Hooper	Thiptee halpertal saysience Continues from the	PLUMERS.
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Potter, Edward E			Murray Bres. 623 Sacramento Wilson, W. F. 328 Stockton
Shields, A. MCrocker Bldg		MINING COMPANIES.	
Transatiantic Fire Ina. Co213 Sansoms Turner, Geo. W315 Safe Deposit Bldg	Hibo, F. A. Co. Santa Cruz Hooper, C. A. & Co. 204 Front Jones, Richard C. & Co. 739 Brvant Meyer, Adalah	Alaska Treadwell Gold Mining Co Mills Bldg	PORK PACKERS AND PROVISION DEALERS.
Voss, Conrad & Co	Jones, Richard C. & ('o	Ponrn, W. B	Armour Packing Co211 Clay
Waller, L. P. F	Morrison Lumber Co732 Brannan	Quarre, Geo	Buttgenbach, Joseph336 Fourth
Wait, Rolla V			Heineman & Stern
mon works.	Scott & van Arsdale L Co5th & Brannan I	MUNICIPAL ENGINEERS.	South S. F. Pack & Prov Co117 Day's
California Iron Yard640 Second		Ridley, A. E. Brooke598-99 Parrott Bldg	Western Meat Co Sixth and Townsend Wilfort Bros
Morton & Hedley234 Fremon	Truckee L. Co of S F 6 California	******************	POLLTRY AND DAIRY PRODUCE.
Vulcan Iron Works	Sumpson Lumber Co. 14 Spear Truckee L, Co of S F 6 Callfornia Union Lumber Co. Sixth & Channel Wigmore, John & Sons Co. 117 Spear	MUSICAL INSTRUMENT DEALERS.	
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GOODS,	MACARONI MANUFACTURERS.	Kohler & Chase28 O'Farrell	POWDER WORKS.
Marsh, G. T. & Co214 Post	California Italian Paste Co317 Sagramento	Mauvals, The Zeoo Music Co769 Market Mauzy Byron	
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Mendelson Bros Battery	Evans, C. II. & Co	NECKWEAR MANUFACTURERS.	Commercial Publishing Co31 California
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Barth, Rudolpb	Moore, Chas. C. & Co	NOVELTY AGENT.	Freygang-Leary Co
California Jewelry Co	Pacific Tool and Supply Co. 160 First Parke & Lacy Co. 21 Frement	Bentham, W. C1832 Market	Janssen Printing & Binding Co 23 Stevenson
Elaenberg, A. & Co	Parke & Lacy Co	011.8.	Marshall, E. L
Greenzweig, George & Co206 Kearny !	Tatum & Bowen 31 Fremont	Arctic Oil Works30 California	Munk, R805 Mission
ifall, A. I. & Son	The Compressed Air Machinery Co 11 F'rst Union Gas Engine Co	Standard Oil Co	Murdock, C. A. & Co
London Diamond Co35 New Montgomery	Union Iron Works 222 Market	Weed, F. F., Sec'y Lion O.1 Co927 Market	Partifice, John
Lundberg & Lec	MANUFACTURERS AGENTS.	OPTICIANS.	Pernau Bros
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Radke & Co	Hughson & Merton	California Optical Co317 Kearny	Spaulding, George & Co414 Ulay
Schumacher & Co	Marsh & Kidd	Chinn-Beretta Optical Co	Stanley-Taylor Co., The
Schnaaler, M. & Co	S09 Market	Kahn, H. & Co642 Market	Stretzel & Richardson 109 Califo nia
S. F. Diamond House	Poett & Center. 123 California Prindle, Frank M Co. 16 Second	OYSTER DEALERS.	
Shreva & Co	Robinson & Towntt226 Bush	Darbee & Immel30 Union Sq. Market	PRINTERS' INK.
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JEWELERS' SUPPLIES.	Metropolitan Match Co		PROPERTY OWNERS.
Armer & Weinsheak207 Sutter		PACKERS OF CANNED SALMON.	Androe, Milton
	MATTRESSES AND UPHOLSTERY.	Alaska Packers' Association308 Market	Crocker Estate Co
KNITED GOODS,	Schrock, W. A21 New Montgomery	PACKERS OF DRIED FRUIT.	Hancock, R. J Stouchter
Gnotner & Mattern	MEN'S FURNISHING GOODS.		Hewes, D
. motes, or or restring comments. for Grafy	Atkins, R. C. & Sons123 Montgomery	Sorosia Fruit Co101 Sansome	Hooker, C. J

MERCHANTS' ASSOCIATION REVIEW, AUGUST, 1901.			
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Mackay, John W	Volkmao, Chaa M. & Co		Pasquale, B. & SonsSo fer & Gra t Av
Rodgers, Arthur	SEWER PIPE AND TERRA COTTA.	STOVE AND THON FOUNDRIES.	Pettibone Bros Mfg. Co., The 6 Eddy
Shielda Estate Co324 Bush Wells, W. HMills Bidg Wilson, A. WHotel Richileu	Clark, N. & Sons	Stelger & Kerr	VINEGAR MANUFACTURERS.
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Dow, Geo. E. Pumping Engine Co119 First	SEWING MACHINES.	Schieck, John C	WAGON & CARRIAGE MATERIALS.
Jackson, Byron Machine Worka411 Market	Evans, J. W	SURGICAL INSTRUMENTS.	Holt Bros. Co 2 M D
REAL ESTATE DEALERS. Ashton & Gardiner411 Montgomery	Singer Mfg. Co	Folkers, J. H. A. & Bro	WALL PAPER AND MOLDINGS.
Bahin, Landry U413 Kearny	SHEET BRON AND PIPES.	SERVEVING INSTRUMENTS.	Clark, G. W. & Co
Baldwin & Howell 10 Montgomery Baldwiu, O D. & Son 22 Montgomery Bresse, G. L. & Co 412 Pine	Smith, Francis & Co	Lietz, A. Co	Uhl Bros Mark-t
Buckingham, A. E26 Montgomery Burnham & Marsh Co20 Montgomery	SHIP BUILDERS.	SYRUPS. Long Syrup Refiging CoE ghth & Brannan	WAREHOUSES.
Center & Spader	liay & Wright	Pacific Coast Syrup Co	Daoforth Warehouse Co., Inc722 Battery Grangers' Bus ness Association 209 California
Crim, W. H & Co	SHIP CHANDLERS.	TAILORS' CLOTHS, TRIMMINGS AND WOOLENS.	Hasiett Warehouse Co., The 26 Ca. fornia Lemman Bros
Flinn, Sanderson & Co238 Montgomery Giselman, William, Trustee120 Phelan Bidg	Foard, L	Baumgarten, J. & Co Montgomery	Sansome Street Warehouse, Ioc 3/9 Sansome Searle Warehouse Co., Charles
Hendricksen, William & Co	Josselyn, G. M. & Co38 Market Lewis, Anderson & Co24 East	Byrne, Joa. & Co1065 Mission Ford, C. W. R. & Co116 Sunter	WELL BORERS.
Heyman, Jacob & Son	SHIPPING AND COMMISSION.	Gallagher, P. II. & Co	
Hooker & Lent	Alexander & Baldwlo, Ltd308 Market Balfour, Guthre & Co316 California		WINES AND LIQUORS.
Madison & Burke	Del. us & Co	Hilp, Heary	
McAfee Bros. .168 Montgomery McElroy, R. D. 4 Phelan Bldg Oliver, B. P. .114 Montgomery	Dieckmann & Co	TANNERS.	Arnhold, B. & CoTownsend and Stanford Berges & Domeniconl
Pattersoo, Geo. W. H. & Co11 City Hall Sq. Pforr, John	Knudseo, C. N. & Co	Eagle Taonery26th & San Bruno Ave	Braunschweiger & Co. 5 Drumm Buneman, H. 319 F.ont
Rich, A. J. & Co 112 Montgomery	Marcus, Geo. & Co232 Cal fornia Mitsul & Co415 Safe Deposit Blug	Legallet-Hellwig Tanning Co	Cahen, Louis & Son
Schlesinger, Nathan	McNear, G. W	Struven & Birgle1519 Sao Bruno Ave	Cavagoaro, F
Thistleton, Geo. & Co	Newhall, H. M. & Co309 Sansom: Otis, McAilister & Co109 California	TANNING EXTRACTS. California Tanning Extract Co 218 California	Chevalier, F. & Co
Umbsen, G. H. & Co	Parrott & Co	TEAS, COFFEES AND SPICES.	Eisen Vineyard Co
RECREATION GROUNDS.	Pinet, J. & Co	Enerdenetein M. I. & Co. 119 Market	Gundlach-Bundschu Wine Co., The
Herman, R	Spreckels, J. D. Bros. & Co	Castle Bros	Hildehrandt, Posner & Co610 Front
REFINERS. Selby Smelting & Lead Wks. 416 Montgomery	Williams, Dimond & Co202 Market	Caswell, Geo. W. & Co	Holtum Bros., inc
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Blanco & BrnnN. E. col. Eddy & Mason Breuss, M. A	Beamish, P	Jones-Paddock Co. 26 Fremont Schilling, A. & Co. 108 Market Thierhach, Chas. F. & Co. 3.6 Battery	Lachman & Jacobi 21 & Bryant Leuenberger, E. & Co 1417½ Folsom
Christesen, M. A. C	Lautermilch, The L. Shirt Mfg. Co. 328 Bush	Thierhach, Chas. F. & Co3.6 Battery Tyler, S. H. & Son310 Front	Levingston, M. A. 698 McAll.ster Livingston & Co. 206 Davis
Detjen & Mengel	SILK MANUFACTURERS. Carlson-Currier Co	TELEPHONE AND TELEGRAPH	Lubhen, John
Galindo, F. B	Nonotuck Silk Co	COMPANIES.	Mann, C. M., suc. to I. de l'urk.216 Sacramen o Martin, E. & Co
Krone, F. W	SMOKERS' ARTICLES. Helninger, C. P. & Co535 Market	Pacific States Telephone and Telegraph Co., The	McLeod & Hatje
Loupy, Noel P			Mohns & Mohns, Inc 29 Market Moore, Hunt Co., The Jesse 404 Front
Peterson, P	Fischbeck & Glootz307 Sacramento	TENTS AND AWNINGS. Ames & Harris, Inc	Much & Lynch
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Schwarz & Beth O Farred & Market Swain, Frank A	CODA MARIND ADDADAGES	THEATRES.	Pike, B. D. & Co
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Young, H. H	SODA WATER MANUFACTURERS.	TITLE INSURANCE.	Schilling, C. & Co
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RUBBER GOODS.	Rieger, Paul & Co141 First SPONGES AND CHAMOIS.	S. F. Towel Co., The	Van Bergen, N. & Co
Bost. Wov. Hose & Ruhher Co14 Fremont Bowers Ruhher Co12 Sacramento General Supply Co	American Sponge Co 150 New Monigomery	TRANSFER COMPANIES.	Wetmore, Bowen & Co
Goodyear Rubber Co577 Marke.	SPORTING GOODS. St. German Billiard Co409 Market	Morton Special Delivery Co110 Battery	Wilmerding-Loewe Co
Morgan & Wright	STAMP DEALERS.	Pac.fic Trunsfer Co	WIRE AND WIRE ROPE.
Gccdental Rubber Co35 New Montgomery Winslow, C. R. & Co44 Second	Makins & Co	Weils Fargo & Co's Exp 2d & Mission	American Steel & Wire Co
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Parcells-Greenword Co216 California SAW WORKS.	STATIONERS AND PAPER DEALERS. Blake, Moffit & Towes		Devoto & Pedrini 130 Battery Iverson Trading Co., The N 155 Berry
California Saw Works210 Mission	Bonestell & Co		WOOD MANTEL MANUFACTURERS
SIMODA Saw Co	Dodge Stationery Co123 Grant Ave Heynemann, Milton415 Montgomery	TURKISH BATHS.	Bush & Mallett Co
SUPPLIES.	Le Count Bros	Burns, Edw. F	
Bradley, Milton Co122 McAllister SCOTCH TWEEDS.	STATISTICIAN AND ECONOMIST.	L ndstrom & Johnson415 Sutter	WOOD AND WILLOW WARE.
Craig Bros120 Sutter			Unna, Harry Co., The 113 Battery
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Excelsior Coal & Screening Co6 Spear	Cook, Thos. & Co	Standard Typewriter Exchange303 Bush United Typewriter & Supply Co327 Montg'y	Denigan, Thos., Son & Co
Quick, John W221 First	Occidental & Oriental Steamsh D Co	Wyckoff, Seamans & Benedict.?11 Montgomery	Koshland, S. & Co
SEARCHERS OF RECORDS.	Pacific Coast Steamship Co	INDERTAKERS. Godeau, J. S	Wollner, Jacob Fifth & Bluxome
Simpson & Miliar413 Montgomery	Peterson, James P	Hagan James	WOOLEN MANEFACTERERS.
SEC'Y MERCHANTS' ASSOCIATION. Freud, J. Rich'd	STEVEDORES.	Halsted & Co946 Mission	Golden Gate Woolen Mfg. Co535 Market
SEEDS AND GRAIN.	Eschen & Minor Mission	McMenomey, Jas. & Son	WRECKERS.
Bowen, E. J	Menziea, Stewart & Co		Whitelaw Wrecking Co 216 Spear

REVIEW.

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POLICY OF THE REVIEW.

No personal, partisan or sectarian question admitted to

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Communications must bear the signature of the writer.

Facts upon municipal affairs will be the first consideration

THE NEW LAW.

California has finally secured a model Primary Election Law. For six years the contest has been going on unceasingly. Three Primary Election Laws have been enacted by the Legislature and each has been declared uneonstitutional by the Supreme Court of the State. To overcome all legal objections, an amendment to the Constitution of California was adopted last year, and in conso-

NOT A PARTY MEASURE. The Primary Law is in no sense a party measure. Impressed with the evils and

dangers of former primary election methods, well-meaning citizens of all parties demanded this beneficent change. Primary elections will now be under the same legal regulations and safeguards as are provided for general elections. Electors will have every protection accorded by the election laws of the State. As a test of the right to vote, citizens will merely have to declare their present intention to support the nominees of their party at the next election. All primaries for all parties will be held at the same time and place. A fair ballot and an honest count are thus assured.

nance therewith, the present Primary Election

Law was passed by the Legislature this year.

A Primary Election will be held THE NEXT PRIMARY in San Francisco on Tnesday ELECTION. August 13, 1901, to elect delegates to the conventions which will select candidates to be voted upon at the municipal

election on November 5th next. All qualified electors who were registered at the last general election are entitled to vote. Any who have changed their residence must re-register before August 3d.

YOUR DUTY AT THE PRIMARY.

It should not be forgotten that the new Primary Law of itself ean work no good. Unless cit-

izens will go to the polls and participate in the Primary, no desirable result can be secured. Upright and clean delegates should be elected to the conventions of all parties so that candidates for all offices shall be public-spirited citizens of the highest order. Therefore, we appeal to our members and readers to vote at the Primary on August 13th. Whatever may be your political affiliations do not neglect this solemn duty of citizenship. Remember that the vicious elements are always organized and ready for wrong-doing. The safety of the commonwealth hangs upon the eternal vigilance of the honest citizen. The crucial test of representative government is at the ballot box.

MUNICIPAL OWNERSHIP.

By FRANK J. SYMMES,

President of the Merchants' Association.

We welcome to our columns in this issue of the Review a communication from a well-known writer upon one side of the question-Clinton Rogers Woodruff. It is quite time for us to begin to give eareful thought to this important subject. We shall soon be called upon to act upon it at the polls, and we shall wish to act wisely and for the best interest of all the people. We must not be misled by prejudice nor by halfinformation. We must be well informed and be governed by a calm and wise judgment.

The main question will be, Can we consistently expect that these vast properties with their technical requirements and their thousands of employees can be administered with such wisdom and economy under a system of political management and control, that their use will cost less to the people then, than we pay as corporate profit under the present method now?

The ery that corporations corrupt the public officials is a very weak one, and whilst true in many instances, it has no argument for San Francisco today and is an insult to our present officials. Give us honest men in office and no corporation can influence them. Give us dishonest men in office and public ownership cannot save them. They will steal from the people in other directions just as readily as they will accept a bribe from the semi-public corporations.

Let the merchants and other good citizens of San Francisco see to it that we have honest men in office. Better be a little shy on ability if nced be rather than that honest and upright character be overlooked.

Under the new charter we have undoubtedly taken a strong step forward. Let us make no backward move. When we feel sufficiently advanced to take up the ownership of some public utility, let us do it with our wisest judgment. Let us adopt the policy of the Merchants' Association-to feel our way by some simple objectlesson first, which if it proves a success, gives us the advantage of experience for the later steps, and if it proves an error, may show us the way for its correction.

In Memoriam.

Two Noble Men Have Gone-JOSEPH LE CONTE and JOSEPH BRITTON.

WE MOURN THEIR LOSS.

Rarely can it be truthfully said that the void teft by any man cannot be filled. Within a few days of each other, two great men passed to their last sleep, whose noble lives and works will forever endear them to mankind. The posts of duty and honor so faithfully held by Joseph Le Conte and Joseph Britton during their long and eventful lives will ever remain

As a student at the University of California, it was the writer's valued privilege to drink from the fountain of pure knowledge imparted so nobly by Professor Le Conte. Not only has he been recognized as one of the deepest thinkers of the century, but his unique manner and method of teaching left an indelible impress upon all his pupils. It was the man towering always above the teacher. A worldwide renown has been given to the University of California by the genius and character of this beloved Professor. Of him, as well as of his brother, Professor John Le Conte, it may honestly be said:

"His life was gentle, and the elements
So mix'd in him, that Nature might stand up
And say to all the world, 'This was a man.'"

In the death of Joseph Britton, San Francisco has lost one of her greatest and most cherished civic patriots. For a half century he was closely identified with the commercial and public interests of San Francisco. Other citizens may have wan fame upon the field of battle or in the halls of legislation, but none can rank higher in devotion and loyalty to the welfare of our city.

The father of our municipal charter, Joseph Britton will ever live in the grateful memory of the people of San Francisco. As Secretary of the Board of Freeholders, the writer was privileged to knew intimately his lofty character and invaluable work. Indomitable moral courage, unswerving integrity, rugged simplicity-these, among his other grand qualities, made Joseph Britton a leader among men.

"An honest man is the noblest work of God."

Resolutions of the Merchants' Association

Expressing Appreciation of Andrew Carnegie's Gift to San Francisco and Favoring Its Prompt Acceptance and the Fulfillment of its Conditions.

WHEREAS, Andrew Carnegie has generously tendered San Francisco \$750,000 for the erection of public library buildings, provided the municipality will furnish suitable sites and a yearly maintenance fund of \$75,000; and

Whereas, the rapidly growing requirements of the San Francisco Public Library urgently demand an apprepriate central building and fitting branch libraries; therefore, be it

Resolved, That the Merchants' Association on behalf of its 1300 members and the mercantile community, favors the prompt acceptance of this munificent gift by the municipality and the faithful execution of its obligations;

Resolved, That the profound appreciation of the citizens of San Francisco be conveyed to Mr. Andrew Carnegie for this further notable evidence of his world-wide public philanthropy;

Resolved, That we congratulate His Honor, the Mayor, and the honorable Trustees of the Public Library upon the felicitous result of their commendable efforts, and hereby promise the continued services of the Merchants' Association in co-operation with the city authorities to consummate in a worthy manner the fulfillment of this magnificent benefaction.

Adopted by the Beard of Directors, July 9, 1901.

Let Each Member Act.

Kindly examine the list of members of the Association published in the "REVIEW." Probably some of your business friends or acquaintances are not yet members. A favorable word from you may secure a new member. Make the effort; strengthen the Association; extend its usefulness.

